

JOZINI LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 2015/16 (DRAFT)



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1.1. INTRODUCTION AND BACKGROUND

This document presents a 2015/16 Integrated Development Plan for Jozini Municipality. It is prepared in fulfillment of the requirements of Chapter 5 of the Local Government Municipal Systems Act, 32 of 2000.

In terms section 34 of the aforementioned Act, all South African Municipalities must compile the IDP for five years and review it on an annual basis taking into account :

- New information;
- Comments from consultation process (Stakeholders);
- IDP/Budget alignment between Local and District Municipality;
- Alignment with provincial and national priorities and Plans; and
- Alignment of IDP and sector plans and that have been updated or developed as part of the process

This 2015/16 IDP Review is the outcome of a 9 month's planning process and the plan is the key tool that will guide and inform all planning, budgeting, management and decision-making processes aimed at benefitting Jozini communities and stakeholders within the municipal area.

In line with Section 152 and 153 of the South African Constitution, if the municipality is able to fulfill this local developmental role effectively, it would be able realized the following:

- Provision of equitable essential basic services;
- Creation of jobs;
- Promotion of economic development and growth
- Promoting democracy; and
- Accountability and Eradication of poverty

Having undertaken all the necessary participatory processes with various and relevant stakeholders, we believe and regard this reviewed 2015/16 IDP as a credible and will enable the municipality to manage the process of fulfilling its developmental responsibilities better, faster and effectively.

The executive summary outlines the background to the area, the process followed in preparing the IDP that is outlined in IDP/Budget Process Plan.

Notwithstanding the improved understanding of the concept and the purposes of the IDP by a majority of stakeholders, there are still challenges in terms of aligning the plans and programmes of the three spheres of government and this remains a critical concern to Jozini Local Municipality.

That as it may, all stakeholders remain committed to the realization of our vision aimed at providing a better life to our people faster, better and at the lowest cost possible. We believe that this IDP alignment of the budget will assist the municipality achieve just that.

1.2. WHO ARE WE?

Jozini Local Municipality is one of five municipalities within the UMkhanyakude District Municipality. It is located in the northern portion of KwaZulu–Natal, and is bordered by Mozambique to the north, Swaziland to the west, Umhlabuyalingana to the east, Hlabisa to the south and Nongoma and Uphongolo to the west. It consists of four semi formalized towns viz. Jozini, Mkhuze, Ingwavuma and Ubombo. The remaining parts of the municipality are characterized as being rural in nature. Jozini Municipality covers 32% (3057 Square Kilometres) of the total area of 13859 Square Kilometres of uMkhanyakude District Municipality.

The primary investment points are Mkhuze and Jozini; secondary investment points have been identified at Ingwavuma, Ubombo, Ndumo and Bhambanana and tertiary investment points have been identified at Ophansi, Manyiseni, Makwakwa, Emabhanoyini. These investment points are seen as the existing and future growth points in the municipal area and will serve as the basis for the clustering of activities and services such as schools, shops, community halls, etc.

The municipal area is well served by major movement routes. These include a national link (N2), the R22 links Jozini to Manguzi in the Umhlabuyalingana Municipality and the 522-1 which extends from Ubombo in the south to Ingwavuma in the north.

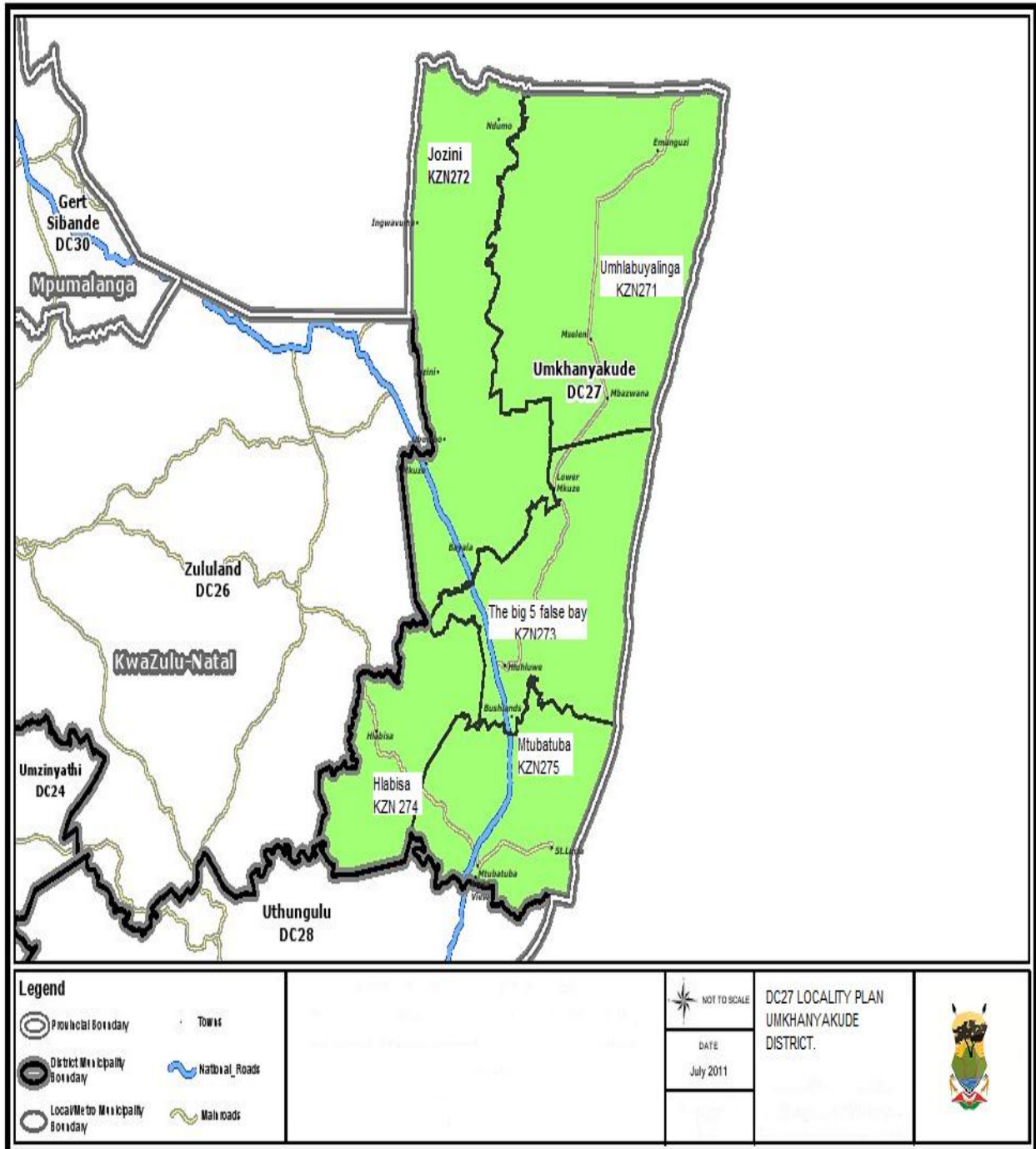
Jozini local municipality consists of twenty wards.

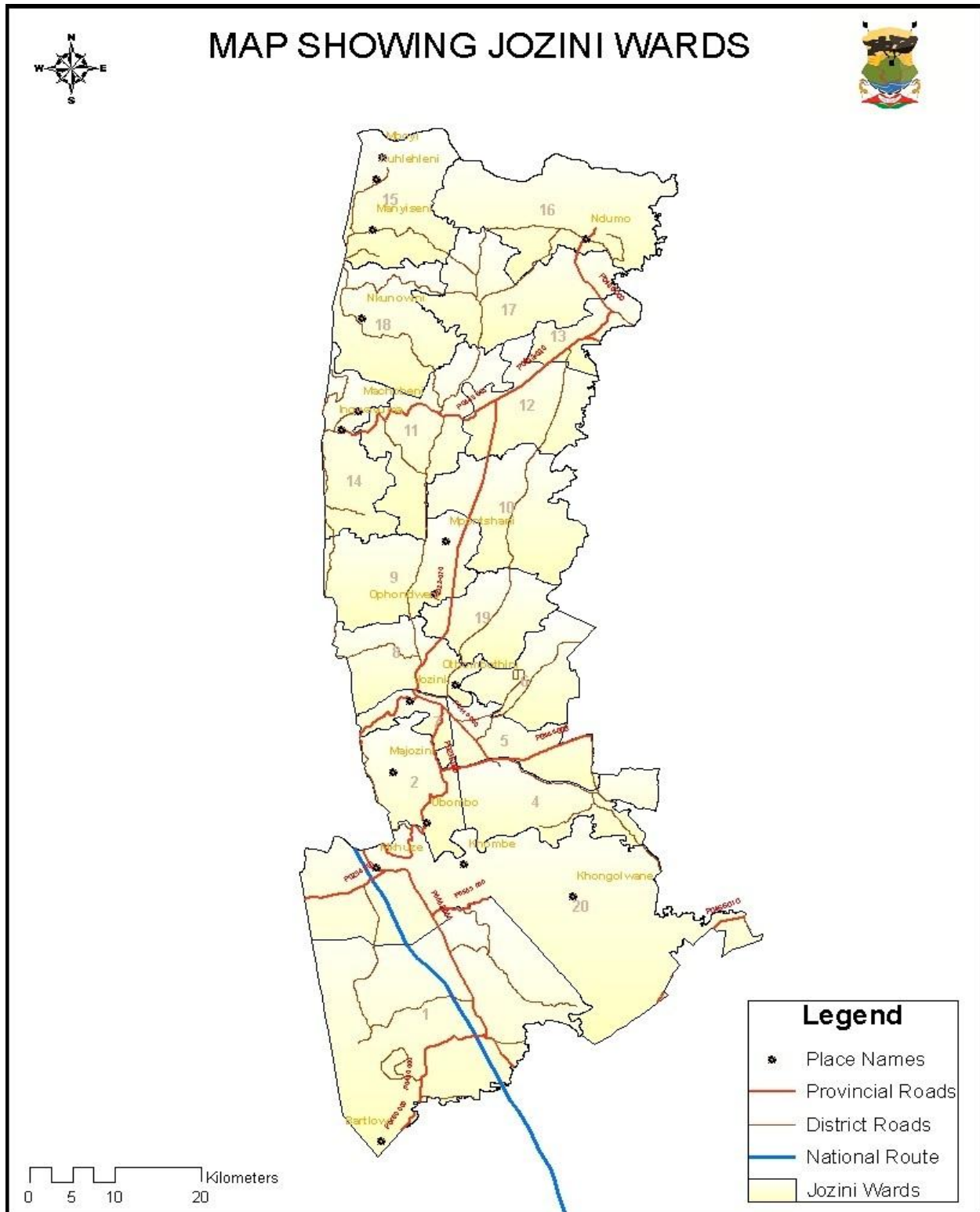
The large area of Jozini jurisdiction falls under the ownership of Ingonyama Trust and some areas are privately owned by individuals while some portions are owned by the State. The current land ownership is one of the reasons why it is very difficult to control development in the Municipal area of jurisdiction.

Basic facts	Basic figures		
	Stats SA 2001	Community Survey 2007	Stats SA 2011
Total population	184 052	207 722	186 502
Total number of households	33 534	38 530	38 849
Umkhanyakude District Municipality	573 341	614 046	625 846
Age profile			
0-19	114 095	114 217	101 818
20-64	56 831	85 005	77 256
65+	13 090	8 501	7 428
% Household with no income	49%	47%	43%

Investment points

Primary nodes	Secondary nodes	Tertiary nodes
Mkhuze Jozini	Ingwavuma Ubombo Bhambanana Ndumo	Ophansi Manyiseni Makwakwa Emabhanoyini





Map showing all 20 wards

1.3. HOW WAS THIS PLAN DEVELOPED?

The IDP adopts an outcome based approach in line with the national government priorities and the associated 12 outcomes.

The Government outcome 9 (nine) commits the local government to develop local government system which is efficient, effective, responsive and accountable. In line with Outcome 9, Jozini Municipality IDP responds directly to issues facing the area and its communities, and rendering local government services efficiently and effectively.

However, the municipality will also contribute directly and indirectly to the attainment of other outcomes, particularly those dealing with economic development, infrastructure development, rural development and environmental management. Therefore alignment with the relevant sector frameworks and programmes across the spheres of government is critical.

IDP PROCESS PLAN

The Municipal Systems Act (No 32 of 2000) sets out the **process** to be followed and the **core components** to be addressed in preparing IDPs.

The preparation of this IDP was based on a Process Plan, which Jozini Municipality adopted in terms of Section 28 of the Municipal Systems Act, 32 of 2000 at the beginning of the review process. The plan establishes a firm foundation for the alignment of the IDP and budget. As such, one all-encompassing process plan was prepared for these two processes and adopted by Council to ensure proper management of the IDP planning process.

Amongst other things, Jozini Municipality 2015/16 Process Plan contains the following:

- 1) An appropriate approach to public participation;
- 2) Structures to be established for public participation;
- 3) Roles and responsibilities;
- 4) IDP process monitoring process; and
- 5) Time schedule for the planning process

The Jozini 2015/16 IDP Review was prepared as a fully inclusive single process ensuring the effective public participation and to achieve that, the Municipality established and engaged with and consulted with the following sectors:

The IDP methodology phases

- **The Preparation Phase-** During this phase, the municipality prepared a Process Plan which illustrated how the IDP process would be managed.
- **The Analysis Phase-** Analysis of existing information was also done during this phase.
- **The Strategies-** During this phase, the municipality had a Strategic Planning session where the vision and mission of the municipality were reviewed. The municipality also prepared strategic objectives.

- **Projects Phase-** This phase dealt with the identification and design of specific projects for implementation. All the critical problems that were identified in during the analysis phase were addressed by doing the prioritization.
- **Integration Phase-** This phase aligned the projects with municipal objectives and strategies.
- **Approval Phase-** After its completion, the IDP was then taken to Council for adoption.

1.4. KEY CHALLENGES

KPA 01: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

- Lack of Sector Plans
- Inability to attract and retain staff

KPA 02: BASIC SERVICE DELIVERY AND INFRASTRUCTURAL DEVELOPMENT

- Ageing Infrastructure
- Threat of irregular Water & Electricity supply on Development & Investment Planning

KPA 03: SOCIO – ECONOMIC DEVELOPMENT

- Fire disaster
- Inability to attract investors to the area (mostly due to the infrastructure backlog)
- High unemployment rate

KPA 04 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

- Lack of support from sector departments in planning processes
-

KPA 05: FINANCIAL VIABILITY AND MANAGEMENT

- Poor debt management
- Low equitable share
- High grant dependency ratio

KPA 06: SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT

- Absence of a legal waste disposal site
- Low capacity to implement & Enforce Plans
- Land tenure

1.5. LONG TERM VISION AND GOALS

From the SWOT analysis that was done at the Strategic planning session, a vision and mission statement was developed for the municipality.

The vision of the municipality is as follows:

A MUNICIPALITY THAT PROVIDES SUSTAINABLE SERVICE DELIVERY, SOCIO-ECONOMIC DEVELOPMENT AND BETTER LIFE FOR ALL.

The mission of the municipality is as follows:

TO BE A PROFESSIONAL, EFFECTIVE, EFFICIENT AND RESULT ORIENTATED MUNICIPALITY THAT, THROUGH INTEGRATED EFFORT, CONTINUALLY PROMOTE THE SOCIAL WELFARE AND ECONOMIC PROSPERITY OF ALL ITS RESIDENTS, INVESTORS AND TOURISTS.

The municipality's goals are desired end results that Jozini municipality would like to see itself in short term and long term period. There is synergy with the Goals as contained in the Spatial Development Framework, National Development Plan, Provincial Growth Development Plan/ Strategy as well as District Growth Development Plan. It must however be noted that the municipality is financial constrained to fully align with these long –term plans in short period as we approach end of this IDP cycle.

The municipality will strive to realize the following goals during 2015/2016 – 2016/2017.

- Capacity building
- Employee wellness
- Sustainable infrastructure
- Conducive Environment for job creation
- Poverty alleviation & social welfare
- Sustainable health and wellness
- Improved safety & security
- Governance excellence & leadership
- Improved governance and accountability
- Densification, compacting & integration
- Spatial equity
- Sustainable Environmental Management

1.6. WHAT COULD BE EXPECTED FROM US IN THE NEXT 5 YEARS AND HOW WILL OUR PERFORMANCE BE MEASURED?

Our approach will balance the provision of basic services, with the need to create economic opportunities for Local Economic Development. This will be done through the following strategic priority areas:

No	Key Performance Areas	Strategic Objective
1	Basic Service Delivery	To facilitate improvement of access to basic services, through the provision of adequate free basic water, sanitation and electricity.
2	Municipal Institutional Development and Transformation	To enhance the institutional capacity of the municipality to be responsive to the needs of the community .
3	Local Economic Development	To stimulate Local Economic growth through LED and Tourism initiatives
4	Municipal Financial Viability and Management	To establish a budget and treasury office equipped to support municipal strategic goals and priorities in a sustainable manner.
5	Good Governance and Public Participation	To achieve full participation of communities & stakeholders in the affairs of the Municipality
6	Spatial Planning and Environmental Management	To improve the standard of living by ensuring that future settlements occur in a spatial integrated and economical manner To ensure development happens in an orderly and controlled fashion

Key Programmes and Projects

No	Project	Key Indicators	Knock on effect
1	Corridor Development	Infrastructure investment on roads and aviation Bulk services upgrade of sewer, water and energy	Tourists traffic Movement of goods Investment opportunities
2	Jozini Town Nodal Expansion Plan	Infrastructure investment on roads, Bulk services upgrade of sewer, water and energy	Small business incubation Light industry hub Lodging facilities
3	Jozini Town Hall	Capacity of delegates 1500 New chamber of 130 people	Lodging facilities ±1000 beds Tourists traffic Investment opportunities
4	Retail shopping malls	Pick and Pay anchor tenant Spar anchor tenant	Retail space Small businesses Job opportunities Road, water, sewer, electricity infrastructure upgrade

5	Ndumo Regeneration	Infrastructure investment on roads, bulk services upgrade Education infrastructure	Lodging facilities ±1000 beds Shopping centres Jobs
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The next five years will see booming economic opportunities and multiple job opportunities within Jozini in the following investment areas:

1.7.1 Tourism, arts and sport

- Conference facility accommodating up to 2000 delegates
- Competitive sports precinct
- Game farming
- Build a craft centres
- Adventure tourism (mountains, river streams)

1.7.2 Accommodation and housing

- Additional beds (hotels, B&B, etc) to accommodate conference delegates
- More than 10 thousand units of RDP type dwellings
- More than 500 units of rental stock

1.7.3 Shopping and retailing

- Retail space in 2 current shopping malls
- Retail space in 3 proposed shopping malls

1.7.4 Agriculture and light industry

- Fish farming
- Crop production
- Agro-processing
- Maize massification

1.7.6 Aviation

- Mkhuze airport renovation
- Shuttle service

1.7.7 Energy

- Hydro power generation
- Solar energy'
- Bio-mass energy

2.1. PLANNING AND DEVELOPMENT PRINCIPLES

2.1.1. NATIONAL DEVELOPMENT PLAN

The National Development Plan is a plan for the country to eliminate poverty and reduce inequality by 2030 through uniting South Africans, unleashing the energies of its citizens, growing an inclusive economy, building capabilities, enhancing the capability of the state and leaders working together to solve complex problems.

The high level on the National Development Plan focuses on issues of eliminating poverty and reducing inequality and further unpacks milestones as follows:

- ✚ Increase employment from 13 million in 2010 to 24 million in 2030.
- ✚ Raise per capita income from R50 000 in 2010 to R120 000 by 2030.
- ✚ Increase the share of national income of the bottom 40 percent from 6 percent to 10 percent.
- ✚ Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- ✚ Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
- ✚ Broaden ownership of assets to historically disadvantaged groups.

Further to the National Development Plan the KwaZulu – Natal Provincial and Growth Development Strategy make emphasis on the issue at a Provincial Level. The sustainable development is a development which takes cognizance of issues at a National level, down to a Provincial and It taken further in municipality through IDPs. Issues on the National Development Plan are addressed on all KPAs in the IDP.

2.1.2 KWAZULU-NATAL PROVINCIAL AND GROWTH DEVELOPMENT STRATEGY (PGDS)

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) has as its purpose the provision of strategic direction for development and planning in the Province. The following six provincial priorities that address a number of developmental challenges related to economic and social needs of the province provide the focus of the PGDS:

- ✚ Strengthening governance and service delivery
- ✚ Integrating investments in community infrastructure
- ✚ Sustainable economic development and job creation
- ✚ developing human capability
- ✚ Developing a comprehensive response to HIV/Aids
- ✚ Fighting poverty and protecting vulnerable groups in society

2.2. GOVERNMENT PRIORITIES

Jozini Local Municipality is affected by various challenges faced by communities not only in its area of jurisdiction but also in the country as a whole. The Municipality is therefore aware of the national strategies and Programme of Action to meet them. The national government's targets for 2014, which were key components in preparing this IDP, are as follows:

- *The reduction of unemployment by half;*
- *The reduction of poverty by half;*
- *The provision of skills required by the economy;*
- *Ensuring that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom;*
- *The provision of a caring government service to the people;*
- *Reducing the number of serious and priority crimes and cases awaiting trial,*
- *Improving services to achieve a better national health profile and reduction of preventable causes of death; and*
- *Positioning South Africa strategically as an effective force in global relations.*

2.2.1. THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA

Chapter 7 of the Constitution of the Republic of South Africa provides the primary legislative framework for the establishment of local government structures. Section 152 (1) provides the local government objectives as follows:

- ✚ To provide democratic and accountable government for local communities;
- ✚ To ensure the provision of services to communities in a sustainable manner;
- ✚ To promote social and economic development;
- ✚ To promote a safe and healthy environment; and
- ✚ To encourage the involvement of communities and community organisations in the matters of local government.

Section 152 (2) provides that "...a municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1)." Section 156 provides powers and functions of municipalities.

2.2.2. MUNICIPAL STRUCTURES ACT

The act was developed to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality; to establish criteria for determining the category of municipality to be established in an area; to define the types of municipality that may be established within each category; to provide for an appropriate division of functions and powers between categories of municipality; to regulate the internal systems, structures and office-bearers of municipalities; to provide for appropriate electoral systems; and to provide for matters in connection therewith. Of importance in the context of this legislation is the following:

Co-operation between district and local municipalities in the following instances:

- ✚ A district municipality and the local municipalities within the area of that district municipality must co-operate with one another by assisting and supporting each other;
- ✚ A district municipality on request by a local municipality within its area may provide financial, technical and administrative support services to that local municipality to the extent;
- ✚ A local municipality on request of a district municipality in whose area that local municipality falls may provide financial, technical and administrative support services to that district municipality to the extent that that local municipality has the capacity to provide those support services;
- ✚ A local municipality may provide financial, technical or administrative support services to another local municipality within the area of the same district municipality to the extent that it has the capacity to provide those support services, if the district municipality or that local municipality so requests; and
- ✚ The MEC for local government in a province must assist a district municipality to provide support services to a local municipality.

2.2.3. MUNICIPAL SYSTEMS ACT

The Municipal Systems Act (MSA), (Act no 32 of 2000) plays a crucial role in the preparation of IDP's Chapter 5 of the Municipal Systems Act specifies that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality, which:

- ✚ Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- ✚ Aligns the resources and capacity of the municipality with the implementation of the IDP;
- ✚ Forms the policy framework and general basis on which annual budgets must be based; and
- ✚ Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of the legislation.

Section 34 the Act also requires municipalities to review the IDP annually and provides guidance on how the review must be conducted.

2.2.4. MUNICIPAL FINANCE MANAGEMENT ACT (MFMA)

Section 21 of the MFMA stipulates that the mayor of a municipality must:

- ✚ Coordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development Plan and budget – related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget related policies are mutually consistent and credible.
- ✚ At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for –

- a) The preparation, tabling and approval of the annual budget;
- b) The development of the integrated development plan in terms of section 23 of the Municipal Systems Act; and the budget related policies
- c) The tabling and adoption of any amendments to the integrated development plan and budget related policies; and
- d) Any consultative processes forming part of the processes referred to in subparagraph a), b) and c),

2.2.5. PGDS (PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY)

The Provincial Growth and Development Strategies were compiled within the parameters set by the National Spatial Development Perspective, as well as the Integrated Sustainable Rural Development Strategy as defined by national government. It is based on the following seven programmes:

Programme 1: Building a winning Province

This aims at making KZN the gateway province and focuses attention on four elements: tourism, the ports of Durban and Richards Bay, the promotion of KZN as a gateway province and, the creation of an enabling environment for SMMEs.

Programme 2: Enabling Local Economic Development

This programme aims to stimulate economic growth in specific localities and facilitate the delivery of basic services.

Programme 3: Fuelling the Powerhouse

The aim is to stimulate the province's manufacturing, agriculture and housing sectors by taking the province into an investment-driven stage of competitive advantage.

Programme 4: Addressing the needs of the Poor

The aim is to eradicate poverty by promoting the transfer and use of assets to the poor, promoting livelihoods in the non-farming sector, supporting small-scale farmers and through the provision of welfare services.

Programme 5: The Development and Utilisation of the Human Resource

This programme aims to redress the effect of poor educational standards, and envisages the use of work-based training, vocational training and adult education to fully realise the province's human potential.

Programme 6: The Formulation of an Appropriate Spatial Framework

The programme aims to provide a coherent spatial framework for the economic and developmental growth of the province.

Programme 7: The Development of Institutions and Implementation Capacity

The aim is to ensure that all three spheres of government, in partnership with the private sector and communities, utilize the implementation of the growth and development strategy.

In an effort to align with the PGDS goals, Jozini seeks to undertake the following actions:

Table: Alignment with PGDS

PGDS Goal	Municipal Response
-----------	--------------------

Job creation	<ul style="list-style-type: none"> • Implementing EPWP through Capital Projects • Developing the Agricultural Sector • Promoting SMME's • Skills Development • Infrastructure investment and development • Poverty alleviation projects
Human Resources Development	<ul style="list-style-type: none"> • Review and implementation of the WSP
Human and Community Development	<ul style="list-style-type: none"> • Constructing and maintaining access roads • Continuously supporting the Sukuma Sakhe Programme (War against poverty) • Participating in the local Community Policing Forum • Budgeting for/ implementing the poverty alleviation projects
Response to climate change	<ul style="list-style-type: none"> • Promoting solar powered electricity • Installing solar geysers in households • Helping the households in planting trees
Governance and Policy	<ul style="list-style-type: none"> • Annual Policy reviews • Reviewing the Anti-Fraud and Corruption Strategy • MPAC • Implementing the WSP
Spatial Equity	<ul style="list-style-type: none"> • Reviewing the SDF • Developing the Land Use Management Schemes

3.2.2 PSEDS (Provincial Spatial Economic Development Strategy)

The PSEDS requires mentioning with respect to its relevance for Umkhanyakude District Municipality.

This strategy is generally derived from the following principles:

- Principle 1: Rapid economic growth that is sustained and inclusive, is prerequisite for the achievement of poverty alleviation;
- Principle 2: Government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private sector investment, stimulate sustainable economic activities and create long-term employment opportunities;
- Principle 3: Where low economic potential exists, investments should be directed at projects and programs to address poverty and the provision of basic services in order to address past and current social inequalities;

- Principle 4: In order to overcome the spatial distortions of apartheid, future settlements and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateway to the global economy.

2.2.6. LOCAL PLANNING CONTEXT

The following nodes within Umkhanyakude District were identified as priority from a provincial perspective:

CORRIDOR	CATEGORY OF POTENTIAL
Pongola SDI-Maputo	2 & 5
Manguzi-Swaziland	2 & 5
Makhathini Flats	2
Mtubatuba-Nongoma	2;4 & 5

Category Legend:

- 2 stands for production of labour intensive, mass produced goods i.e. agriculture;
- 4 stands for retail and private sector services; and
- 5 stands for tourism.

Jozini Local Municipality has been identified by KZN-COGTA as part of the secondary corridor which is called Lubombo Spatial Development Initiative (LSDI). The corridor has resulted in the initiation of the Makhathini Integrated Master Development Plan. The following projects are funded by DCOGTA through Corridor Development Programme:

- Makhathini Fresh Produce Market
- Bhambanana and Ndumo Town Formalisation

The Makhathini Integrated Master Development Plan

The Makhathini Integrated Master Development Plan is a plan focusing on the development of two local Municipalities i.e. Jozini and Umhlabuyalingana municipalities in the District of Umkhanyakude. The plan was developed on the instruction of the MEC oversight Committee for the Lebombo SDI and Economic Cabinet Cluster. The plan aims to integrate all government activities and develop the two main economic driving sectors in the area, i.e. agriculture and tourism. The planning process will ensure that an integrated plan is developed for the spatial planning of the area which is consistent and part of the IDPs of the two municipalities concerned. This is a multi billion rand project both private and public sector will invest in agriculture and tourism. There is also a component of infrastructure development attached to the project.

The project is in line with rural development initiatives. A steering committee to oversee the entire planning process for the project has now been established. Umkhanyakude District Municipality has been requested to host all steering committee meetings for the project. The District is also the co-chair of such meetings with the Department of Agriculture Environment and Rural Development.

The fact that this is the area has a subtropical climate and water available for the irrigation of around 10000 ha from the Jozini Dam is well known. This means that crops can normally only be grown during the rainy season in the summer rainfall areas of South Africa, can be grown throughout the year on the Makhathini Flats under irrigation. A further benefit is that some crops grown on this area can reach the market 3 to 4 weeks before those grown in other areas of South Africa because of the favorable heat units of the area.

Extensive research has been done over many years on the irrigable areas. What is not well done, is the fact that this subtropical area of KwaZulu/Natal is not just limited to this irrigable area of around 10 000 to 13 000ha. The total area of what is generally known as Makhathini (Jozini and Umhlabuyalingana Local Municipalities) totals over 450 000ha, which a recent study has shown to include just over 407 000ha of grazing area and possible area of around 33 000ha on which appropriate crops can be produced in the summer.

To unlock the economic potential of the area on a sustainable basis (economical, environmental and social) with agriculture and tourism being the main drivers of the economy of the area, will require an integrated and coordinated effort by all stakeholders. These include the appropriate provincial, national and local government departments and organizations responsible for agriculture, environment, conservation, land, water, electricity, traditional affairs, roads, education, health, housing, economic development, etc.

The process must form part of the existing institutional structures for integrated governance in the province. The Provincial Spatial Economic Development Strategy (PSEDS) is such a coordinating institutional structure and it is proposed that the Makhathini Integrated Development Steering Committee will form a sub-committee of Maputo Corridor Sub-committee of the PSEDS.

The Makhathini Integrated Development plan will furthermore form part of the UMkhanyakude District and Jozini and Umhlabuyalingana Municipalities' IDPs and this is already happening as information is currently being reflected accordingly. The final result of the integrated planning and implementation of the Makhathini Plan will be:

- The optimal and sustainable use of the agricultural and tourism potential of the District areas of Umhlabuyalingana and Jozini;
- Agricultural development; and
- The development of adequate support infrastructure.

2.2.6. THE MILLENNIUM DEVELOPMENT GOALS (MDG)

South Africa is a signatory of the Millennium Development Goals with other concerned countries.

The Millennium Development Goals (MDG) initiative was aimed at attaining the following goals. Each goal has specific target (s):

Goal 1: Eradicate Extreme Poverty & Hunger

Target 1: Halve between 1990 and 2015 the proportion of people whose income is less than 1\$ per day.

Target 2: Halve between 1990 and 2015 the proportion of people who suffer from hunger

Goal 2: Achieve Universal Primary Education

Target 3: Ensure that by 2015, children everywhere, boys & girls alike, will be able to complete a full course of primary schooling

Goal 3: Promote gender equality & Empower Women

Target 4: Eliminate gender disparity in Primary and secondary education, preferably by 2005 and in all levels of education by no later than 2015

Goal 4: Reduce Child Mortality

Target 5: Reduce the under-five year child mortality rate by two thirds, between 1990 and 2015

Goal 5: Improve Maternal Health

Target 6: Reduce the maternal Mortality ratio by two thirds, between 1990 and 2015

Goal 6: Combat HIV/AIDS, Malaria and other diseases

Target 7: Have halted and began to reverse the spread of HIV/AIDS by 2015

Target 8: Have halted and began to reverse the spread of malaria and other infectious diseases by 2015

Goal 7: Ensure Environmental Sustainability

Target 9: Integrate the principles of sustainable development into country policies & programmes and reverse the loss of environmental resources

Target 10: Halve the proportion of people without sustainable access to safe drinking water & sanitation by 2015

Target 11: By 2020, have achieved a significant improvement in the lives of at least 100 million slum dwellers

Goal 8: Develop a Global Partnership For development

Target 12: Develop further an open, rule-based, predictable, non-discriminatory trading and financial system, including a commitment to good governance, development and poverty reduction, both Nationally & Internationally

Target 13: Address the special needs of the least Developed Countries, including tariff- and quota free access for Least Developed Countries exports, enhanced programme of debt relief for heavily indebted poor countries and cancellation of official bilateral debt and more generous official development assistance for countries committed to poverty reduction.

2.2.7. SONA**2.2.8. SOPA****2.2.9. 14 OUTCOME WITH SPECIAL EMPHASIS ON OUTCOME 9**

Government has agreed on 12 outcomes as a key focus of work between now and 2014. Each outcome has a limited number of measurable outputs with targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome. Each of the 12 outcomes has a delivery agreement which in most cases involves all spheres

of government and a range of partners outside government. Combined, these agreements reflect government's delivery and implementation plans for its foremost priorities.

Each outcome has been broken into various outputs that stipulate activities to be undertaken towards the achievement of a particular outcome.

The 12 National Outcome Delivery Agreements are as follows:

Outcome 1: *Improved quality of basic education;*

Outcome 2: *A long and healthy life for all South Africans*

Outcome 3: *All South Africans should be and feel safe; there should be decent employment through inclusive growth*

Outcome 4: *Decent Employment through Inclusive Economic Growth;*

Outcome 5: *An efficient, competitive and responsive economic infrastructure network;*

Outcome 6: *There should be vibrant, equitable, sustainable rural communities with food security for all;*

Outcome 7: *Vibrant, equitable and sustainable rural communities with food security for all.*

Outcome 8: *Sustainable Human Settlements and Improved Quality of Household Life*

Outcome 9: *A responsive, accountable, effective and efficient Local Government System.*

Outcome 10: *environmental assets and natural resources that are valued, protected and continually enhanced*

Outcome 11: *Create a better South Africa and contribute to a better and safer Africa and World; and*

Outcome 12: *An efficient, effective and development oriented Public Service and An empowered, fair and inclusive citizenship.*

The outcome as the Department Of Co-operative Governance and Traditional Affairs (National and Provincial departments) and all municipalities is **Outcome 9: A responsive, accountable, effective and efficient local government system**. Notwithstanding; all National Outcome Delivery Agreements talk to local government, due to an understanding that local government is where the tyre hits the road on service delivery. It is therefore crucial that there should be thorough coordination and alignment between local municipalities and sector departments towards the realization and attainment of the targeted results.

Outcome 9 has been broken down into seven (7) outputs:

Output 1: Implement a differentiated approach to municipal financing, planning and support

Output 2: Improving access to basic services.

Output 3: Implementation of the Community Work Programme

Output 4: Actions supportive of the human settlement outcome

Output 5: Deepen democracy through a refined Ward Committee model

Output 6: Administrative and financial capability

Output 7: Single window of coordination

The effective implementation of the service delivery agreement will assist in achieving the following imperatives:

- Creating a radical paradigm shift in the management of the public service by aligning service delivery with the values and needs of the public;
- Ensuring a focus on customer value proposition which should entail evaluation of service delivery through the eyes of the customer;
- Providing strong feedback mechanisms on quality and timeliness of service delivery.

- Creating of strong public/private partnerships through involvement of the private sector and civil society in the broad process of policy determination and implementation,
- Unprecedented improvement of the image of government in the eyes of the public by enthusiastically embracing and supporting the process and culture of performance.

Through the service delivery agreement; COGTA and municipalities commit to the following:

- The extension of basic services which include water, sanitation, electricity and waste Management;
- Creation of job opportunities by 2014 through the Community Works Programme;
- Transformation of administrative and financial systems in the municipalities which includes Supply Chain Management and the integration and streamlining all of our internal software systems to ensure uniformity, linkages and value for money;
- The filling of six critical senior municipal posts in various municipalities namely Municipal Manager, Chief Financial Officer, Town Engineer, Town Planner, Human Resources Manager and Communications manager as the basic minimum for every Municipality;
- That all municipalities in the province will achieve clean audits by 2014;
- Building municipal capacity to enable municipalities to collect 90% of their revenues;
- Strengthening the organizational performance management systems for improved service delivery and accountability to the communities;
- Improving our interaction with the institutions of traditional leaders and integrating the ward-based system of planning and governance with the programme of traditional councils, where they exist.

These talk to the five (5) National Key performance Areas (KPA's) and should form basis for every Municipality's strategic objectives.

Through the service delivery agreement; the Honorable Mayors of all municipalities commit themselves to the following:

- That they will play their role as outlined in the Municipal Finance Management Act by monitoring the prudent management and utilization of their municipal finances;
- That they will monitor the execution of their municipal Service Delivery and Budget Implementation Plans (SDBIPs) for improved and accelerated service delivery;
- That they will take personal responsibility and accountability for non-delivery to communities;
- That they will ensure every rand spent in their municipalities does what it is earmarked for;
- That they will advocate and actively work towards corrupt-free municipalities;
- That they will lead by example in their various communities by adhering to ethical standards and professional conduct in their public and private lives;
- That they will render unwavering support to the effective functionality of their newly established Municipal Public Accounts Committees and Audit Committees to ensure that corruption, fraud and mismanagement is uprooted;

That, working with esteemed traditional leaders, they will work tirelessly in restoring the confidence of the people in the system of local government.

2.2.10. B2B APPROACH

2.2.11. 7 KZN PRIORITIES

Jozini municipality aligns its strategies with the 7 priorities of KZN ie:

- Job creation
- Human resource development
- Human and community development
- Strategic infrastructure
- Responses to climate change
- Governance and policy
- Spatial equity

2.2.12. PGDP

The PGDS identifies seven strategic goals and thirty strategic objectives that will drive the Province towards its 2030 vision. The cabinet then identified a need to further prepare an implementation in the form of PGDP.

2.2.13. DISTRICT GROWTH AND DEVELOPMENT PLAN

A service provider has been appointed by COGTA to assist the Municipality to Develop the DGDG. The DGDG is intended to feed into the PGDP and is a 20 year plan as opposed to the 5 year plan of the IDP. The DGDG is key to achieving the 2030 Vision.

2.2.14. THE NEW GROWTH PATH

The main thrust of The New Growth Path is identification of strategic areas where employment is possible, then it analyses the policies and institutional developments required to take advantage of employment opportunities. The Municipality through EPWP is ensuring that it aligns itself with the proposals for the New Growth Path.

3.1. SPATIAL ANALYSIS

3.1.1. REGIONAL CONTEXT

Jozini Municipality is located in Northern KwaZulu Natal and borders Swaziland and Mozambique. Jozini Municipality falls within the Umkhanyakude District Municipality and covers an area of 3073.08 km². This equates to approximately 32% of the area of the district. The Lebombo Mountains and Makhatini Flats provide a diverse and beautiful terrain rich in local resources including water features and even fossil sites. The name Jozini means place of spears and is attributed to the many spears found in the caves in the area that were used during ancient wars.

Jozini Municipality borders the following municipal areas:

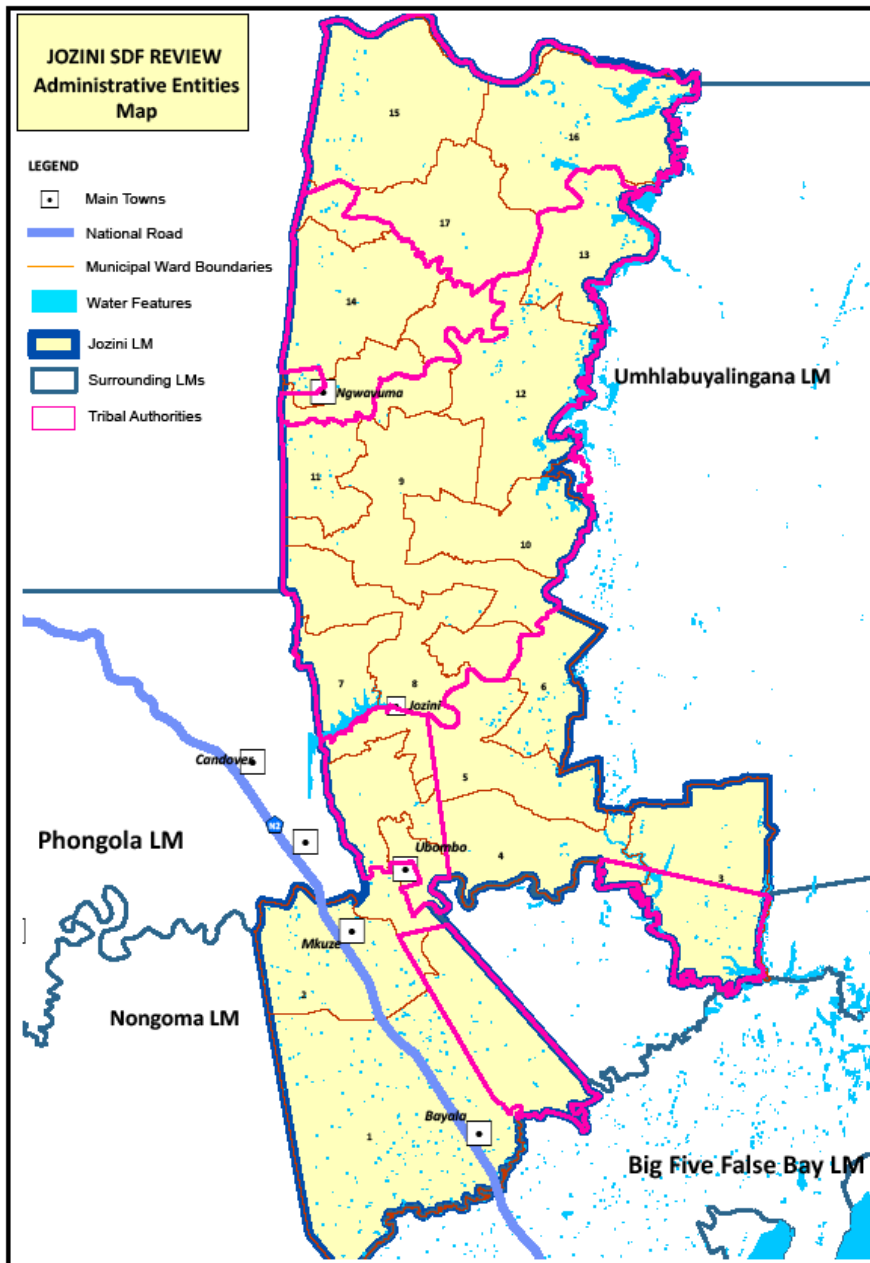
- Umhlabuyalingana Local Municipality to the East
- Hlabisa and the Big 5 False Bay Local Municipalities to the South
- Portions of the Greater St Lucia Wetland Park to the South
- The Uphongolo Local Municipality (Zululand District) to the West
- Mozambique to the North
- Swaziland to the West

3.1.2. ADMINISTRATIVE ENTITIES

The Jozini Municipality has 20 municipal wards and 7 Traditional Authority Areas. The following is a list of Traditional Councils in the Jozini Municipality:

- Mathenjwa
- Mngomezulu
- Nyawo
- Myeni-Ntsinde
- Jobe
- Myeni- Ngwenya
- Siqakatha (Gumede)

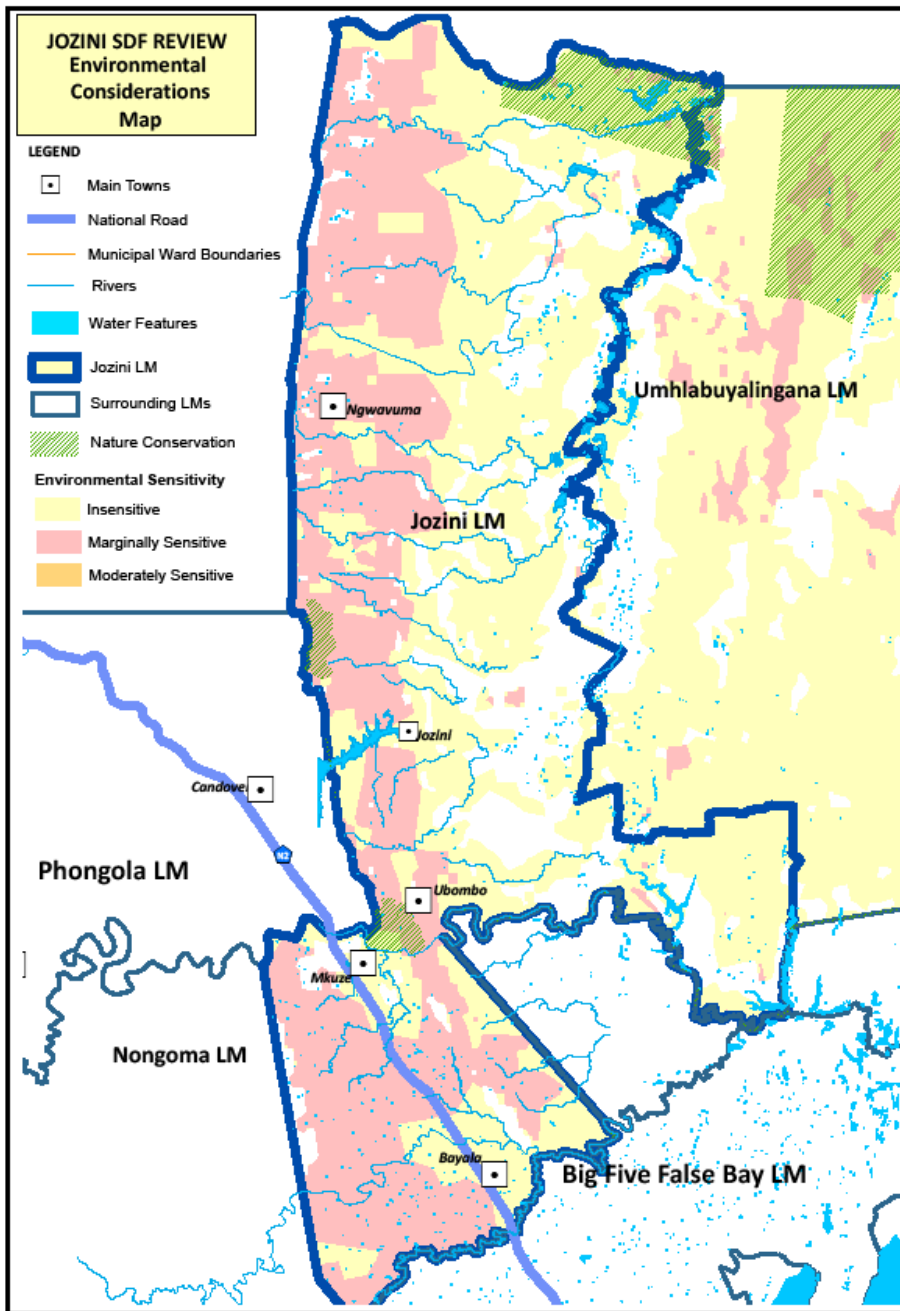
The Jozini Municipality also has a portion of State owned land within its area of jurisdiction.

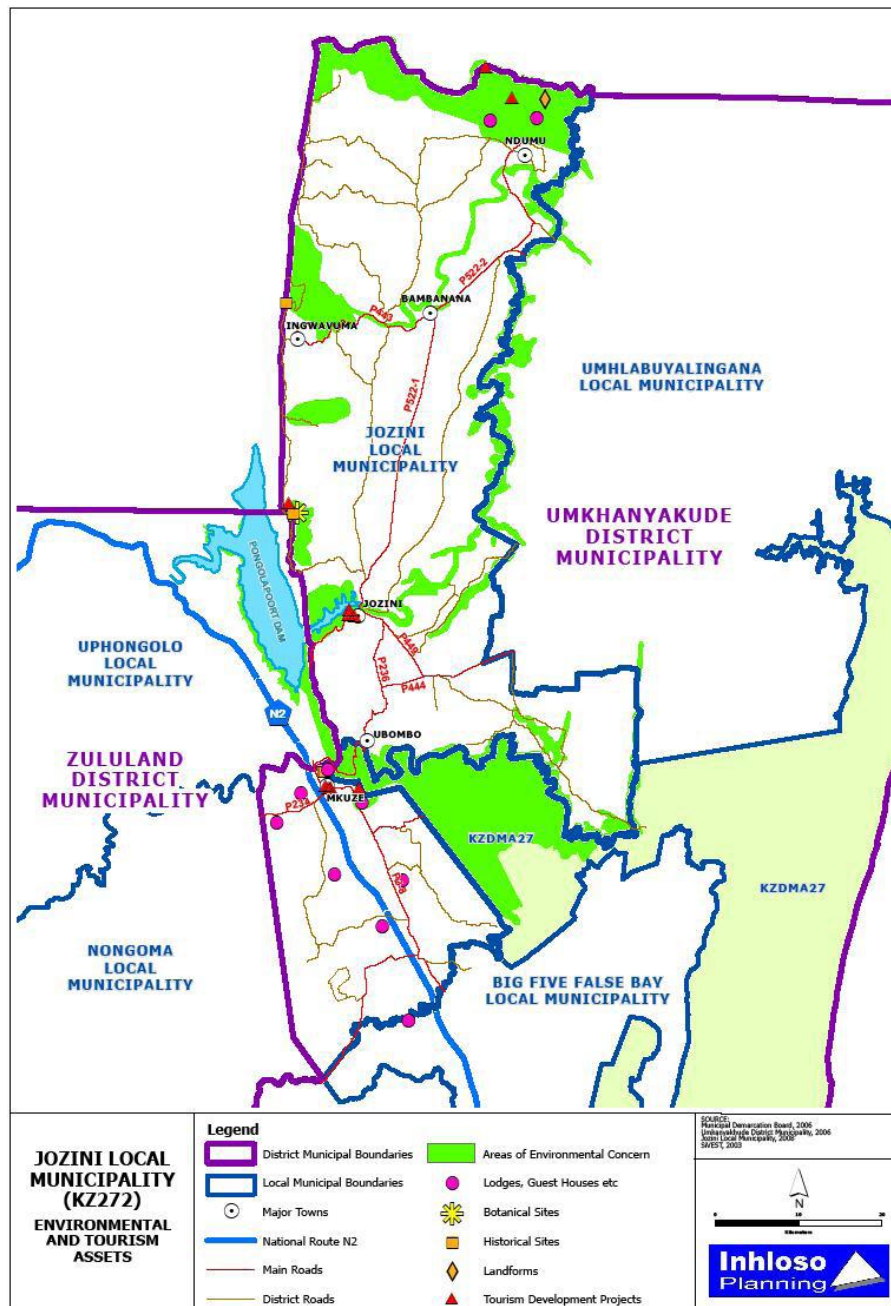


Apart from the Administrative entities that appear in the above map, the Jozini Municipal area also boasts a number of environmentally sensitive areas, i.e.:

- Game Farms
- Protected Environmentally Sensitive Areas
- Non-Protected Environmentally Sensitive Areas
- Ezemvelo Wildlife Protected Areas
- Areas of High Intrinsic Biodiversity Value

The location of the above are shown on the Environmental Considerations and the Environmental and Tourism Asset maps on the following pages.





3.1.3. STRUCTURING ELEMENTS

- Pongola River
- 2 nature reserves (Ndumo which borders Jozini and Mhlabyalingana; Mkhuze which borders Jozini and Big Five)
- Terrain (borders Ingwavuma and Swaziland)
- Jozini dam

3.1.4. EXISTING NODED AND CORRIDORS

Investment points (Nodes) are the existing and future growth points and centers of population concentration within the municipality. They form the bases for the allocation of funding and resources as well as the rollout of service delivery. It is crucial to build upon such investment points we also find a clustering of certain activities such as shops, schools, churches, community halls and clinics. The table below contains the hierarchy of investment points for Jozini:

Primary nodes	Secondary nodes	Tertiary nodes
Mkhuze Jozini	Ingwavuma Ubombo Bhambanana Ndumo	Ophansi Manyiseni Makwakwa Emabhanoyini

Mkhuze: is the economic hub of the municipal area and will remain the focus for future development. Mkuze town is central located and it served by major road such as the N2 which links it with Hluhluwe, Mtubatuba, Richards Bay towns. There is an influx of major services such as offices, residential development and commercial uses has led to Mkuze being the major investment node within the area of Jozini Municipality.

Jozini: is the second economic hub within the area of jurisdiction of the Jozini municipality, however the topographical constraints and land tenure issues has led to flee of potential investors to another areas.

Rural Areas: rural areas are characterized by extensive commercial and subsistence farming, mainly crop production and cattle farming.

MOVEMENT PATTERNS AND ROUTES

Investment Links are the activity spines of the municipality as well as they provide access to services and encourage economic development thereby improving the living conditions of local municipalities. Such spines link areas/destinations and carry varying volumes of traffic. In the Jozini context, the following hierarchy of investment links has been identified:

- National link (the N2)
- Primary Investment link
- Potential Primary Investment Link
- Secondary Investment Link
- Potential Secondary
- Tertiary Investment Link

The above links are all shown on the accompanying spatial development framework map.

Both the potential primary and secondary investment links should be noted. The former instance the link to Swaziland off the Bhambanana Ingwavuma road through the Cecil Mark Pass and secondly the route parallel and to the east of the N2. The potential secondary investment link between Ubombo and Jozini has been identified considering the route.

Umkhanyakude District New Corridor Names

- NORTH - SOUTH CORRIDOR (N-2)
(Richards Bay – Mtuba/Habisa – Hluhluwe – Mkhuze – Golela)
- CULTURAL HERITAGE CORRIDOR
HLABISA – NONGOMA (Gateway to the Kingdom)
- BORDER HERITAGE CORRIDOR
(Cecil Mack Pass – Ingwavuma – Bambanani – Ngwanase – Kosi Bay)
- ZULU OCEAN CORRIDOR
(Richards Bay – St Lucia – Hluhluwe – Kosi Bay to Maputo)
- AILE OF KINGS HERITAGE CORRIDOR
(Liberation Route: Jozini/N2 Turnoff – Sikhhandane – Kwaliweni – Ingwavuma – Cecil Mack Pass)
- MAPUTALAND AEROTROPOLIS CORRIDOR
New City Corridor (Emabhanoyini)

3.1.5. BROAD LAND USES

The evident land use pattern and settlement pattern in Jozini LM greatly influenced by topography, environmentally sensitive sites and sites of historical significance. The land use pattern has evolved in response to settlement pattern and it relates to places where people live, play and work. As such the following are the evident broad land uses in Jozini LM (see map)

- Settlements
- Towns
- Agricultural
- Commercial Farmlands
- Conservation Areas

LAND COVER	HACTARES	PERCENTAGE
Airfields	6.5	0.0
Bare rock and sand	506.2	0.1
Bushland and woodland	191521.8	55.6
Forest	7397.9	2.1
Grasslands	62511.5	18.2
Natural water bodies	2112.0	0.6
Plantations	25.3	0.0
Wetlands	5858.3	1.7
Mines and Quarries	31.9	0.0
Dams	1066.7	0.3
Commercial-orchards	19.2	0.0
Commercial- Pineapples	78.2	0.0
Commercial- Sugarcane	7441.8	2.2
Commercial- Agriculture	972.9	0.3

Dense settlements	1191.0	0.3
Low density settlements	12079.8	3.5
Scattered low density settlements	47658.2	13.8
Railways	87.8	0.0
Roads	3612.0	1.0
TOTAL	344179.2	100

The above table illustrates in detail the extent of the various land uses. From the table it is evident that bushland and woodland occupy the majority (55,6%) of the land in Jozini LM and settlements occupy approximately 17,6%.

3.1.6. LAND OWNERSHIP

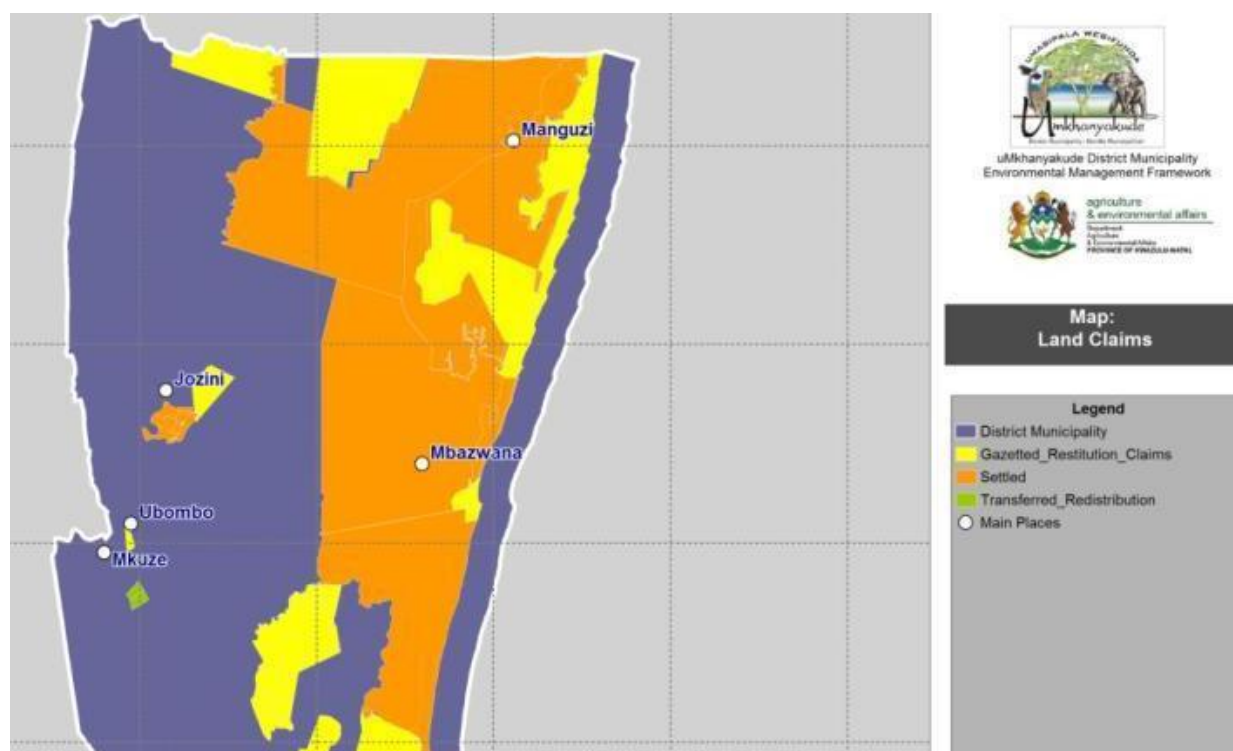
Most of the land is under Ingonyama Trust and the State. The municipality does not own land and this is a huge challenge. There is also some portion of the land which is privately owned and that land is mostly around Mkhuze.

3.1.7. LAND CLAIMS

The figure to follow shows the following:

- ✚ Gazetted Land Claims;
- ✚ Settled Land Claims; and
- ✚ Transferred Redistribution of Land

Some of the land that has been claimed and is being claimed occurs on the north western part of Jozini Local Municipality, in Ingwavuma.



3.1.8. ENVIRONMENTAL ANALYSIS

3.1.8.1. BIODIVERSITY (INCLUDING PROTECTED AREAS)

The factors responsible for high levels of biodiversity present in the area are also responsible for the high levels of biodiversity present in the vegetation. The uMkhanyakude District is part of the Indian Ocean phytogeography region, and is a regional transition zone and a regional mosaic. Flora comprises a mixture of several floristic elements and communities and differs substantially from that of surrounding regions. Vegetation is exceptionally diverse and ranges from forest, thickets and woodlands to grassland and swamps depending on topography and edaphic conditions. These can be classified into 15 discrete vegetation types. Of at least 2180 vascular plant species, 225 species are endemic or near endemic to the Jozini area.

Biodiversity in the municipality is under pressure because of land conversion, climate change, unsustainable harvesting of natural resources and the wide spread of alien species. Natural resources provide opportunities for economic empowerment through sustained agriculture, ecotourism, indigenous plant use etc.

3.1.8.2. HYDROLOGY

Jozini has an abundance of natural water resources. Major rivers include the Pongola River, the Ngwavuma River, the Mkuze River, and the Usuthu River, of these only the Usuthu and Pongola Rivers are perennial. The Pongola is the most important river in Jozini as it traverses the full length of the area. The flooding of the Ngwavuma and the Usuthu dam up the waters of the Pongola, resulting in an area of deep flooding during peak floods and the infilling of plains. Local Mountain drainage comprises a number of seasonal streams that drain the dip-slope and scarp-slope faces. Some of these streams have perennial pools. In spite of this apparent abundance of water, there is some concern about the provision of potable water to rural areas.

The town of Mkuze obtains its water from the Mkuze River and a small dam. The River originates in Northern KwaZulu-Natal and flows through the Lebombo Mountains, across the coastal plain into Lake St Lucia. It is approximately 290km long and has a drainage basin of 4820 km², but is not a reliable water source. The dam referred to is privately owned and arrangements for abstraction are of a temporary nature and it is considered to be an unstable water source. The town Ubombo also gets its water from the Mkuze River and a number of boreholes that are not reliable. As such, the towns of Mkuze and Ubombo do not have sufficient potable water to sustain their respective populations. This has resulted in restrictions and the occasional total cessation of their water supply (uPhongolo Sub-Regional Plan, 1999).

According to the Department of Water Affairs and Forestry, water from the Pongolapoort Dam is of excellent quality, but its total dissolved solid is low which means that it is very aggressive on steel. Floods are simulated twice a year and, if possible, synchronised with the high flows of the Usutu River to obtain the maximum flood effect. The Pongolapoort Dam supplies water for the Tshongwe-Malobeni water scheme as well as scheme villages. The

Pongola River Flood Plain has a series of pans that flood seasonally. The Pongola River is a major water source supplying the whole Shemula Scheme. The town of Jozini obtains water from the Jozini Water Treatment plant, which is presently operating at full capacity (uPhongolo Sub-Regional Plan, 1999).

3.1.8.3. AIR QUALITY

Due to the rural nature of the municipality; air quality issues in the Jozini are less prevalent.

The presence of sugar cane farming suggests that there is a need of a seasonal check-up and regulatory mechanisms on the burning of sugarcane farms.

3.1.8.4. CLIMATE CHANGE

Jozini area is characterised by seasonal dry winters and wet summers with periodic flooding. The summer temperature ranges from 23° to 40°, while winter temps range from 16° to 26°. Mean annual rainfall is 600mm and 800mm along the Lebombo Mountains which fall within a moist belt. The annual average evaporation is approximately 1660mm with evaporation highest during the winter and early spring months.

3.2. DEMOGRAPHIC CHARACTERISTICS

3.2.1. DEMOGRAPHIC INDICATORS

3.2.1.1. POPULATION

According to the Stats SA 2011 Census Jozini Municipality has a population of 186 502 people and 38849 households. This represents 29.8% of the District's population (625 846). The municipality is the most populated municipality within Umkhanyakude District.

72% of the total population is under 29 years of age. Such a high number of youth requires the municipality to put more emphasis on schools, recreation facilities and most important, job creation.

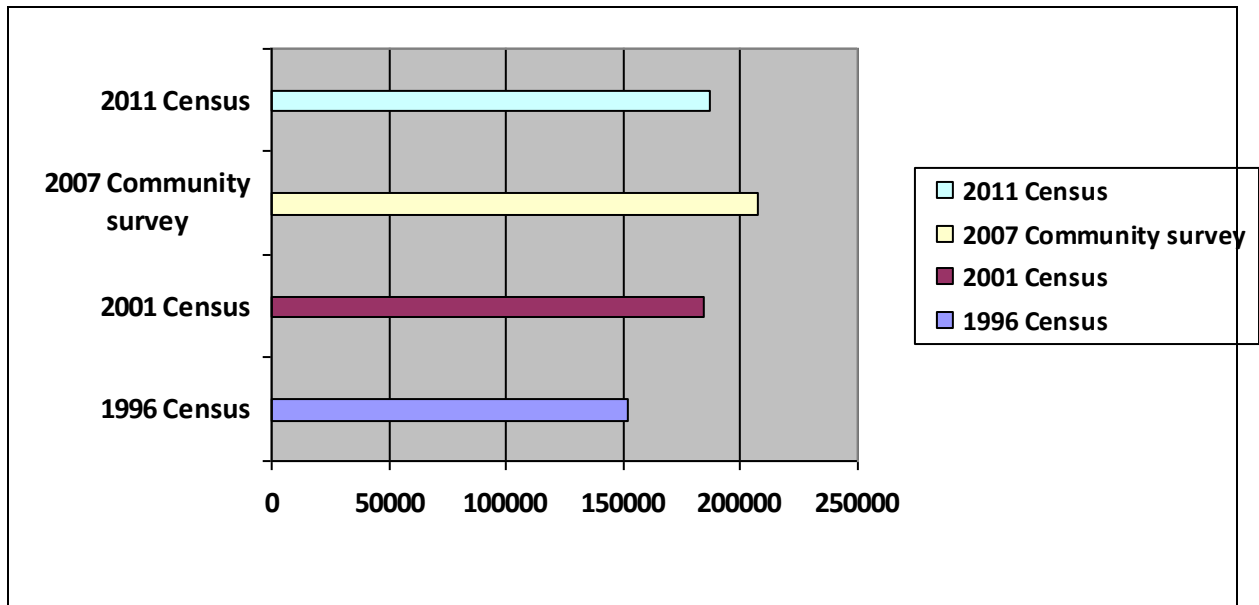
The statistics in the following table indicate that, the population of Jozini municipal area has increased with 17.6% between 2001 census and 2007 community survey. Between 2001 census and 2011 census the population has increased with 2%. There is a decrease of population when comparing the 2007 Community Survey and Census 2011

KZ 272 Population Characteristics in comparison with other LMs in DC 27 (Source: STATSA)

MUNICIPALITY	PERSONS			HOUSEHOLDS		
	Census 2001	CS 2007	Census 2011	Census 2001	CS 2007	Census 2011
Umkhanyakude	573 341	614 046	625 846	101 563	114 973	128 195
Umhlabuyalingana	140 958	163 694	156 736	25 959	27 006	33 857
Jozini Municipality	184 052	207 250	186 502	33 534	38 530	38 849
The Big Five False Bay	31 291	34 991	35 258	6 183	6 657	7 998
Hlabisa Municipality	176 890	150 557	91 925	26 876	27 260	12 586
Mtubatuba Municipality	33 612	46 596	175 425	7 472	11 339	34 905

The graph below illustrates a significant increase in the population figures for Jozini between 1996 and 2001 census and 2007 community survey and then a decrease between 2007 community survey and 2011 Census.

Population growth:



Source: Stats SA

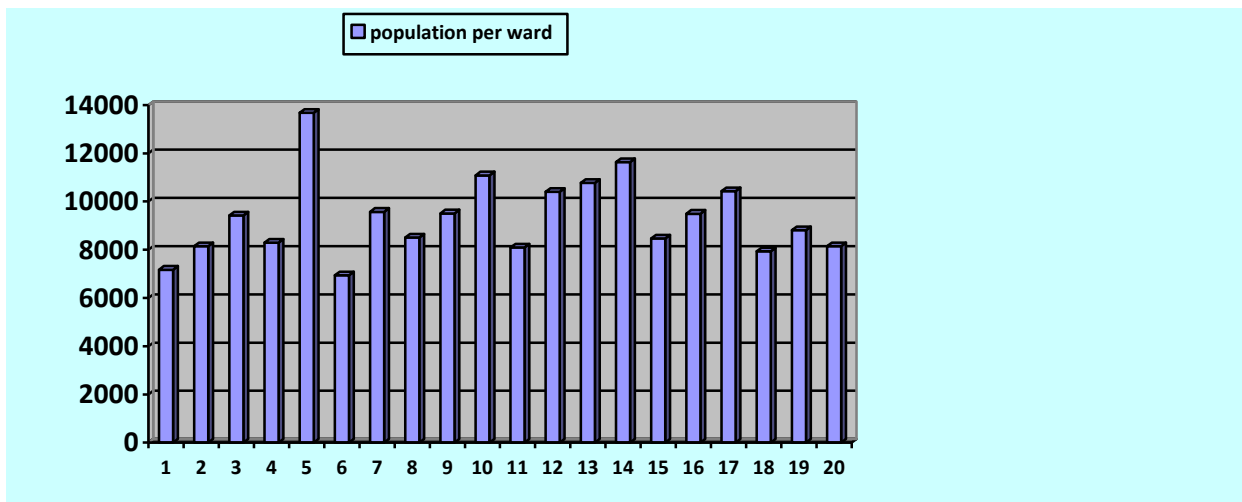
3.2.1.2. DENSITY

Population densities are highest in the northern parts of the Wards 20, 2 and 7 (Umkhuze, Ubombo and Jozini) and Ingwavuma (ward 14) have relatively high densities.

The following table indicates population per ward.

WARD	POPULATION	WARD	POPULATION
1	7173	11	8094
2	8144	12	10401
3	9422	13	10775
4	8292	14	11634
5	13677	15	8465
6	6939	16	9494
7	9574	17	10425
8	8504	18	7939
9	9506	19	8813
10	11085	20	8148

Source: Stats SA Census 2011



Source: Stats SA (Census 2011)

3.2.1.3. AGE PROFILE

In terms of 2001 statistical figures, the total figure for males and females within the age category of 0-19 was 114 095 which was about 60% of the total population (184 052). In 2007 in the same age category the total population figure for males and females was 114 217 which was about 52% of the total population (207 722). Although not much of an increase (i.e. an addition of 122), this age category saw a decline of around 2.5% due to the increase in the total population number from 184 052 in 2001 to 207 722 in 2007.

In the 20-64 age category the statistics was as follows; in 2001 the figure was 56 831 (45%) of the total population and grew to 85 004 (38%) of the total population in 2007. There was a population increase of 28 173. In the 65+ age category in 2001 there were 13 090 of the total population. The number decreased to 8 501 in 2007 of the total population, a decrease of 4 589. This indicates a high mortality rate in the age group.

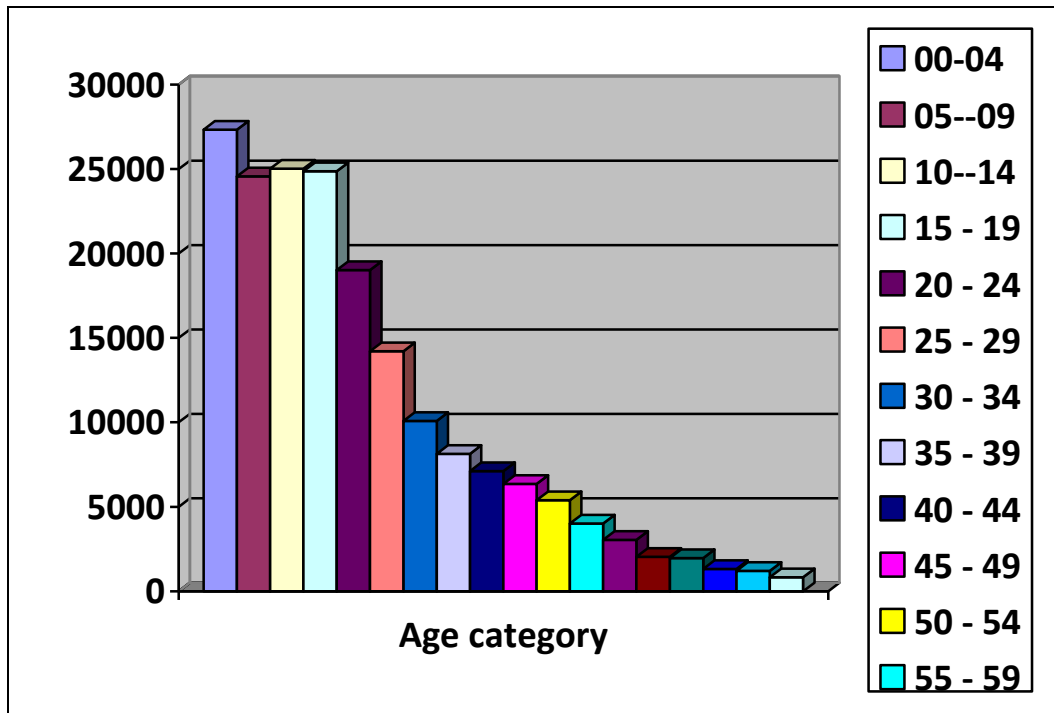
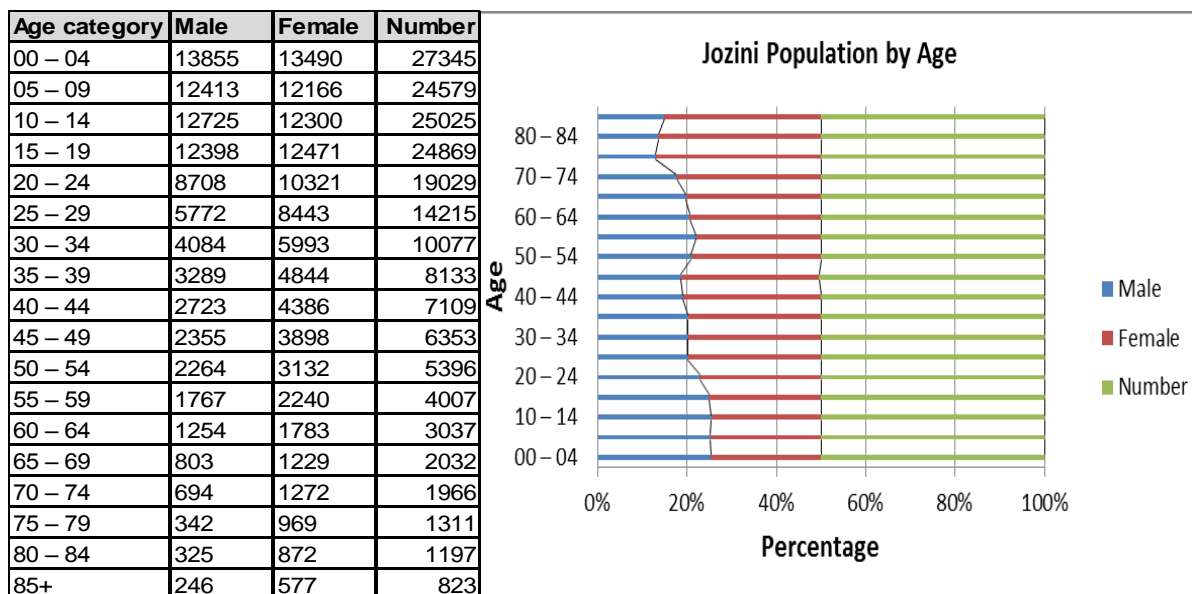


Table : Population Statistics (Age in five year category)



Source: Statistics South Africa (Census 2011)

The 0-19 age group constitutes a significant amount of the total population. This is the group that holds the key to regeneration and development efforts of any municipality. Jozini Municipality should develop supportive interventions in collaboration with other spheres of government to improve educational and vocational job opportunities for this group. The municipality should find ways of contributing to early childhood development initiatives in the municipal area. The municipality should further embark on interventions to alleviate the plight of young people who have become breadwinners as a result of HIV/AIDS.

The second highest category is age 20 – 64 constituted 48% of the total population. This group is also faced by various environmental stresses that expose them to vulnerability and poverty. These include HIV/AIDS, unemployment and lack of skills. They constitute the poor and marginalised. Only 4% of the population is over the age of 65.

3.2.1.4. GENDER

The proportion of females is marginally higher (54%) than that of males; the social implications of this for the municipality are significant. It is likely to imply that women head most households and thus their participation in economic activities is limited by the need to fulfil dual roles of being a provider and a nurturer. The latter role is by its very nature time intensive and emotional oriented.

Table: Age and gender profile

Age Group	Males (2001)	Females (2001)	Total Population (2001)	Males (2007)	Females (2007)	Total Population (2007)	Males (2011)	Females (2011)	Total population (2011)
0-19	55148	58947	114095	57929	56288	114217	51391	50427	101818
20-64	24311	32520	56831	35013	49991	85004	32216	45040	77256
65+	4327	8763	13090	2220	6281	8501	2509	4919	7428
Total	83822	100230	184052	95162	112560	207722	86017	100386	186502

Source: Stats SA Census 2001 and 2011 and Community Survey 2007

3.3. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT ANALYSIS

The strategy focuses on promoting comprehensive administration which is proficient and operative that will enable the municipality to meet its development needs.

The Municipality must ensure that financial and capacity resources are provided to meet the needs of the communities as indicated in the IDP Review, and that would also enable the adherence to the vision, objective and strategies.

3.3.1. MUNICIPAL TRANSFORMATION

3.3.1.1. EMPLOYMENT EQUITY

Jozini Municipality is an equitable employer with targeted groups represented in various layers of the municipal structure. However, there are still a number of areas where improvement is required. The municipality will try to make sure that women are also catered for when the senior management positions are being filled. Women occupy 3 of the 13 middle management positions.

An Employment Equity Committee has been established and is responsible for the following:

- ✚ Review of Employment Equity Plans.
- ✚ Ensuring that the Employment Equity Act is being implemented.

3.3.1.2. EMPLOYMENT OF DISABLED PEOPLE

As per the requirement from the Department of Labour, employers are required to employ a total of 2% disabled persons. The municipality also employs people living with disabilities. Council currently has disabled employee. In order to attract people with disabilities, positions which are suitable for people with disabilities are to be identified and will be stated as such on the advertisements.

3.3.1.3. LABOUR RELATIONS

The main focus of Labour Relations is to manage and strengthen relations between Organised Labour and Management.

All disciplinary processes and grievance processes are dealt with in terms of the Collective Agreements agreed upon by SALGA and Organised Labour. Appeals are also dealt with in terms of the same Collective Agreement until cases are referred to the Bargaining Council.

The Labour Relations (HR) section is also responsible for the following:

- Facilitation of preparation meetings for Local Labour Forum (LLF prep);
- Attending of Local Labour Forum meetings;
- Assisting Employee Assistance Programme (EAP) with drug and alcohol awareness sessions with employees;
- Workshop disciplinary process and procedures with employees;
- Foster better relationships between management and Organised Labour;
- Assist and advise line management and employees on good line management

3.3.2. ORGANISATIONAL DEVELOPMENT

The Council strives to maintain and enforce a strict workflow to ensure:-

-  Uniformity
-  Security
-  Accessibility
-  Transparency

during the reporting procedure, from report preparation to the finalization or implementation of recommendations and resolutions.

There are 4 Portfolio Committees which are scheduled to meet every month that feed into the 1 EXCO per month.

All reports are approved by the Municipal Manager before they are placed on an agenda.

3.3.2.1. INSTITUTIONAL ARRANGEMENTS

The purpose of conducting an institutional analysis is to ensure that the municipal development strategies take existing institutional capacities into consideration and that institutional shortcomings are addressed. Jozini local municipality was established in 2000 in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998). The municipal offices are at Jozini Town. The municipality also hosts the Umkhanyakude District offices situated in Mkhuze town. There is also a satellite office in Ingwavuma town.

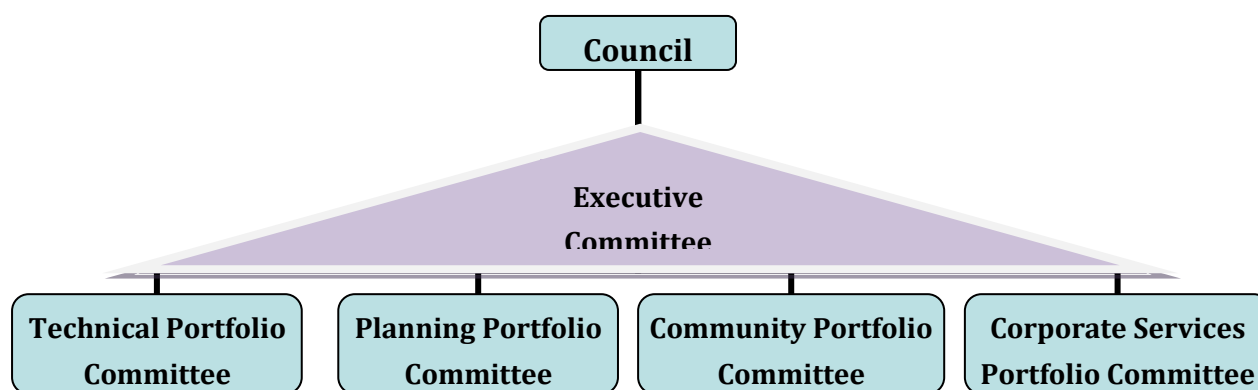
MUNICIPAL COUNCIL

Jozini Local Council comprises of the political and administrative components responsible for decision-making and implementation respectively. The Council of Jozini Municipality is comprised of 40 Councilors, with eight (8) EXCO members. The Mayor chairs the EXCO while the Speaker chairs Council.

The Municipality has all the powers assigned to it in terms of the Constitution as well as relevant national and provincial legislation. The executive and legislative authority is vested in the Council. The Council must, therefore, take all the major decisions of the Municipality including delegation of powers to political office bearer, Council committees and officials.

There are 4 portfolio Committees established for political oversight over departmental activities and making recommendations to Council. It is in these committees where policy issues are debated thoroughly prior to their submission to the Council for adoption.

Through Portfolio Committees, Councillors are able to give political direction to the administrative programmes of Council. The table below highlights the Portfolio Committees that have been established to contribute to effective decision-making in processes of governance and ensure effective implementation of service delivery projects and monitoring thereof.



Name of the Committee	Powers and Functions	Chairperson
Council	<ul style="list-style-type: none"> Executive and Legislative authority Approves: IDP, Budget, Bylaws, Staff Establishment, appointment of MM and s56; raising of loans; SCM deviations; Long term contracts etc 	Cllr M.Z. Nyawo (Speaker)
EXCO	<ul style="list-style-type: none"> Budgeting preparation and implementation, revenue and expenditure management, mid-year budget and performance assessment, revenue generation, capital expenditure control, investments, assets and liability management, internal audit and audit committees, financial report and auditing, debt collection credit control and loans, supply chain management – procurement of goods and services. 	Cllr. B.N. Mthethwa (Mayor)
Infrastructure and LED	<ul style="list-style-type: none"> Municipal Roads, Municipal Airports and Airstrips, Housing Technical), Water, Electricity, Sanitation, Communication Infrastructure, Public Works, Project Business Planning, Project Management, Contract Management, Regulation and Monitoring, Implementing Agents, and Fleet Management, Local Economic Development, Local Tourism, Programme and Project Management, Contracts Management, Information Services, Information services and Local Marketing, Tourism and marketing; tourism investments and fostering public private partnerships 	Cllr. B.N. Mthethwa (Mayor)
Planning	<ul style="list-style-type: none"> Planning and Building Control, IDP, Land Use Management, Environmental Management 	Cllr. T.S. Mdluli (Deputy Mayor)
Community Services	<ul style="list-style-type: none"> Passenger Transport, Health, Public Participation, Waste Management, Social services, Protection Services, Disaster Management, Emergency services, Project Management, 	Cllr. M Tembe

	Contracts Management, Communications, Housing (provision) and Land affairs, Ward Committees, Pounds, Safety and Security, Cemeteries (Reservations), Sports Culture, Housing administration, Sports and Recreation, Special programmes i.e. Gender, Disabled and Youth Affairs.	
Corporate Services	<ul style="list-style-type: none"> Administration, Secretariat, Legal Services, Council Support, Policies and Procedures, Facilities Management, Capacity Building and Human Resources. 	Cllr. R.H. Gumede

Table : List of Standing Committees of Council

MUNICIPAL STAFF

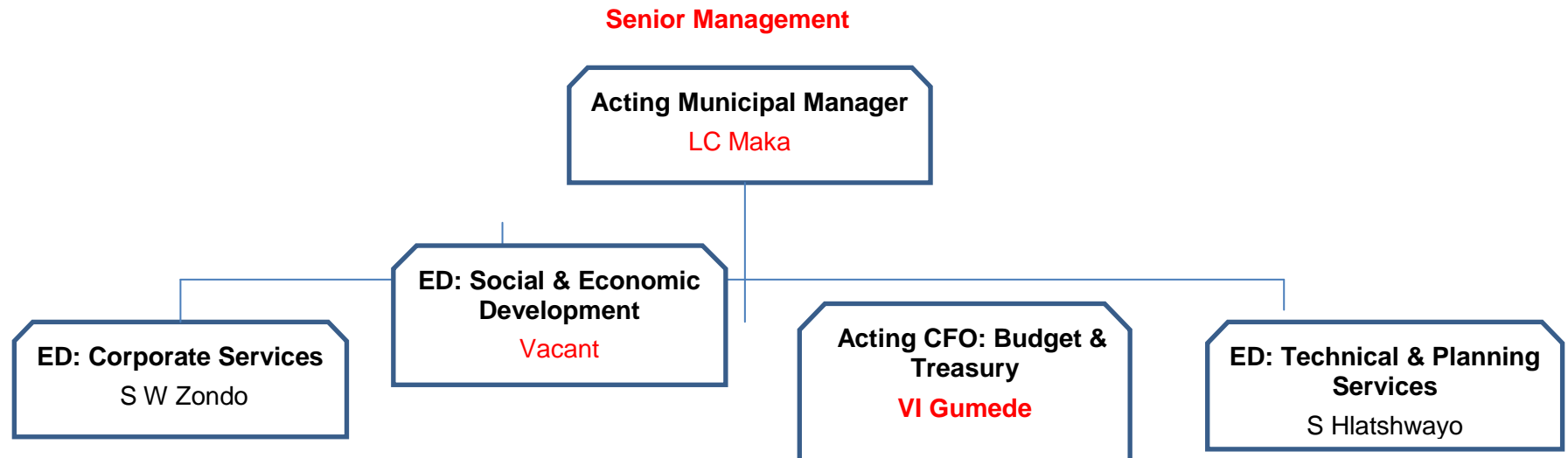
The municipality has developed an organogram based on the mandate, powers and functions and need for effective administration. The organogram defines organizational structure and makes provision for the following departments and strategic programmes:

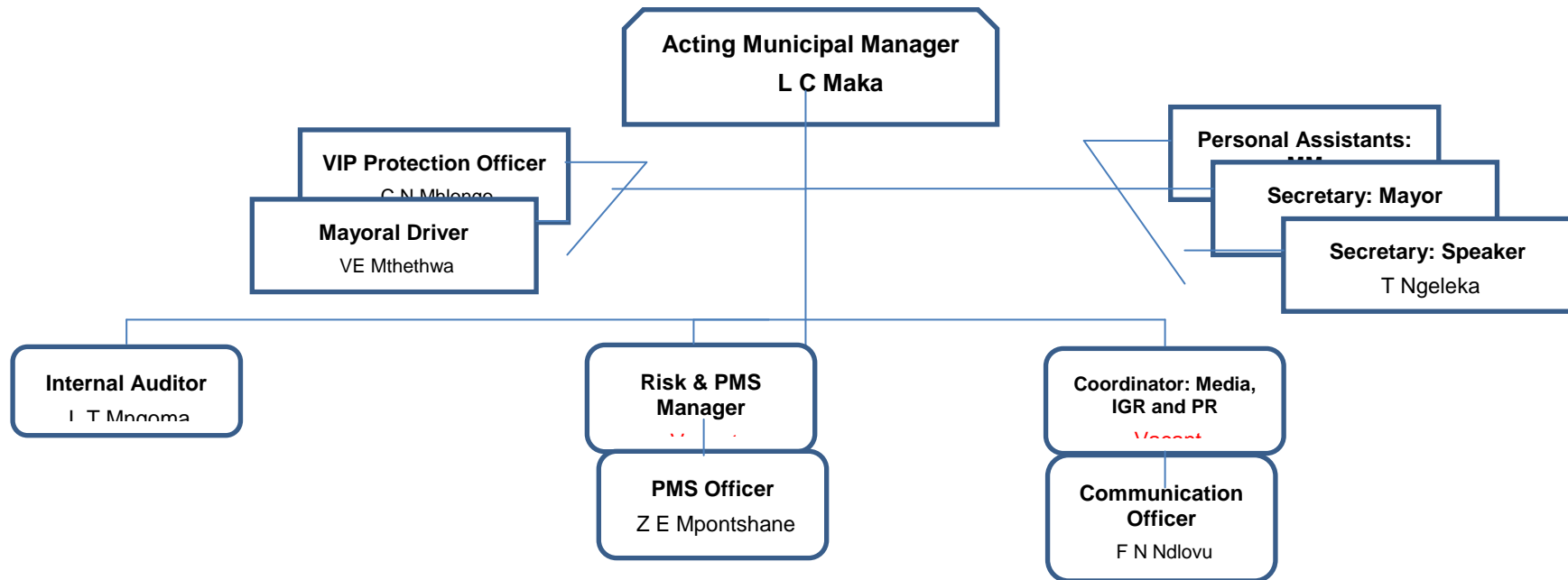
- The office of the Municipal Manager
- Corporate Services
- Social and Economic Development
- Planning and Technical Services
- Budget and Treasury Office

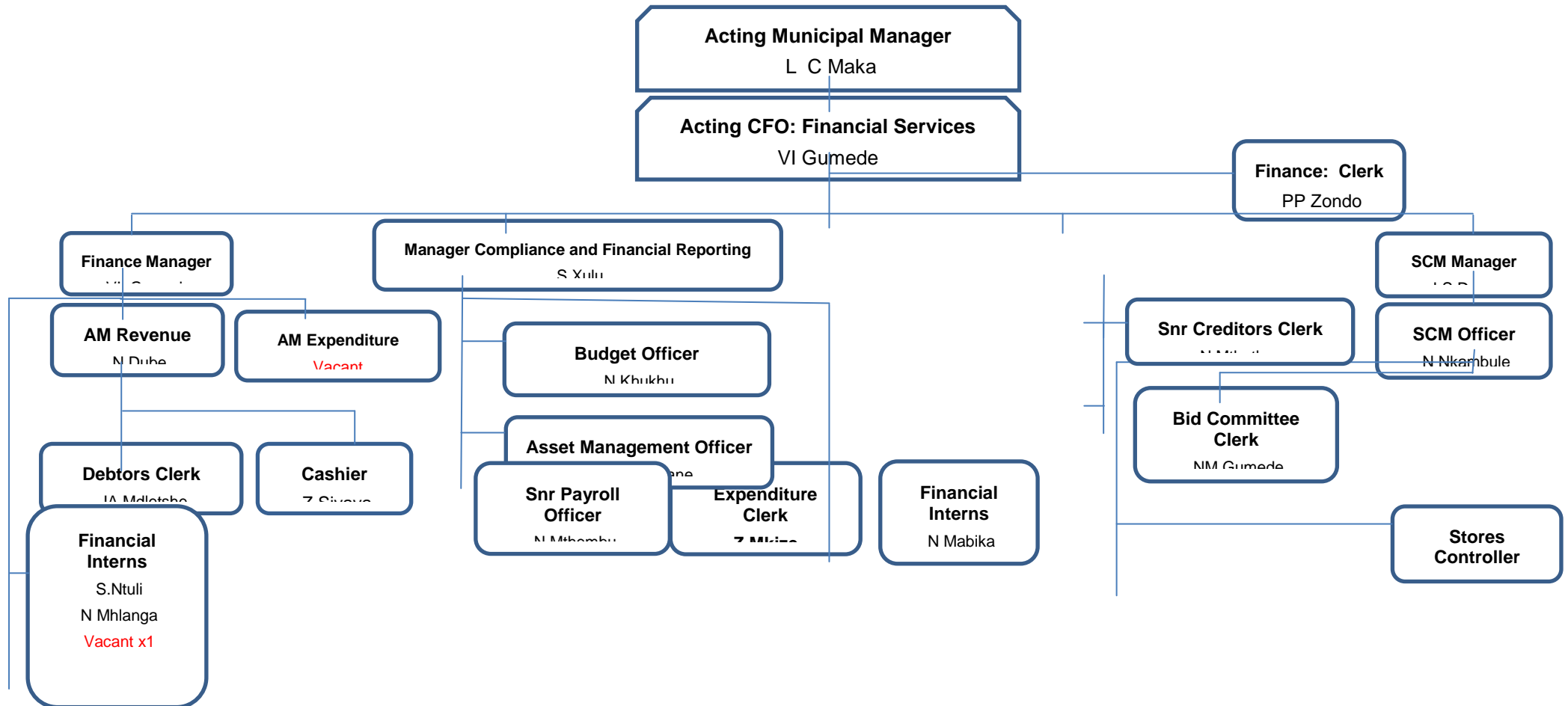
The implementation of the organogram is a priority for the municipality given a need to create sufficient capacity to implement the IDP and render services effectively. The organogram is revised continuously to cater for the changing needs of the municipality. However, the key challenge is to attract and retain qualified and experienced personnel. This could be ascribed to the remote location of the area in relation to major urban centres and the limited resources available to the municipality for staff remuneration.

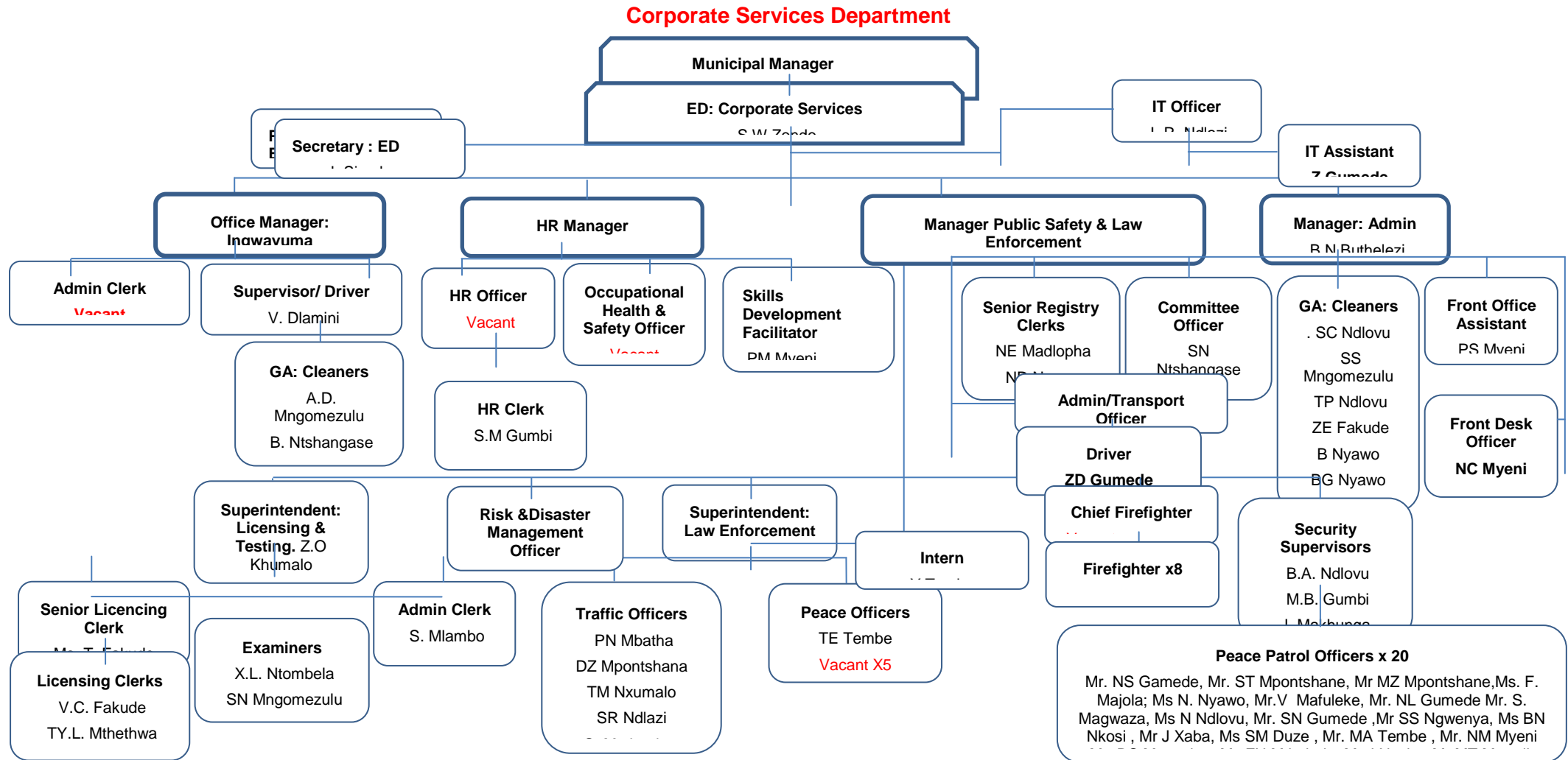
Jozini municipality has a staff of 117 employees, 106 are permanently employed and 11 are on contract. There are 5 section 56 managers (3 vacant) and 13 middle managers (1 vacant). The municipality has 5 financial management interns positions which are funded by treasury and they are all filled. The municipality also has 263 General Workers which are on contract.

(organogram)

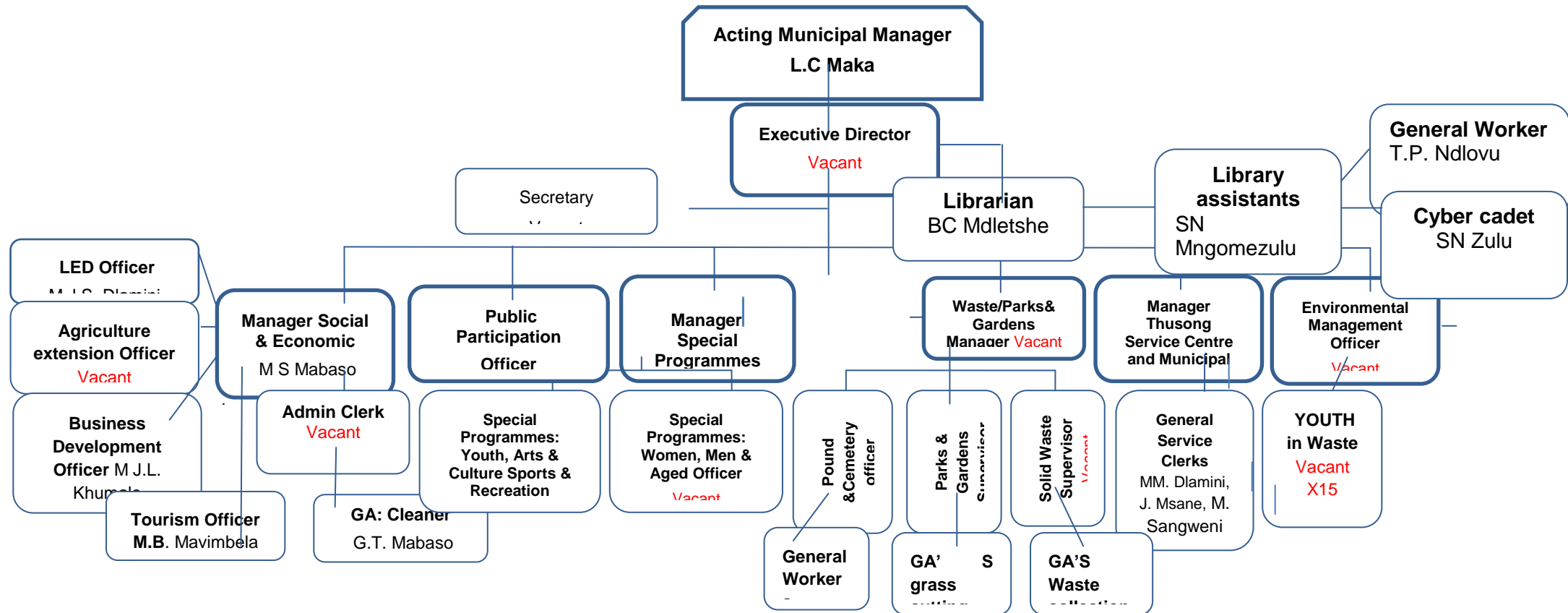


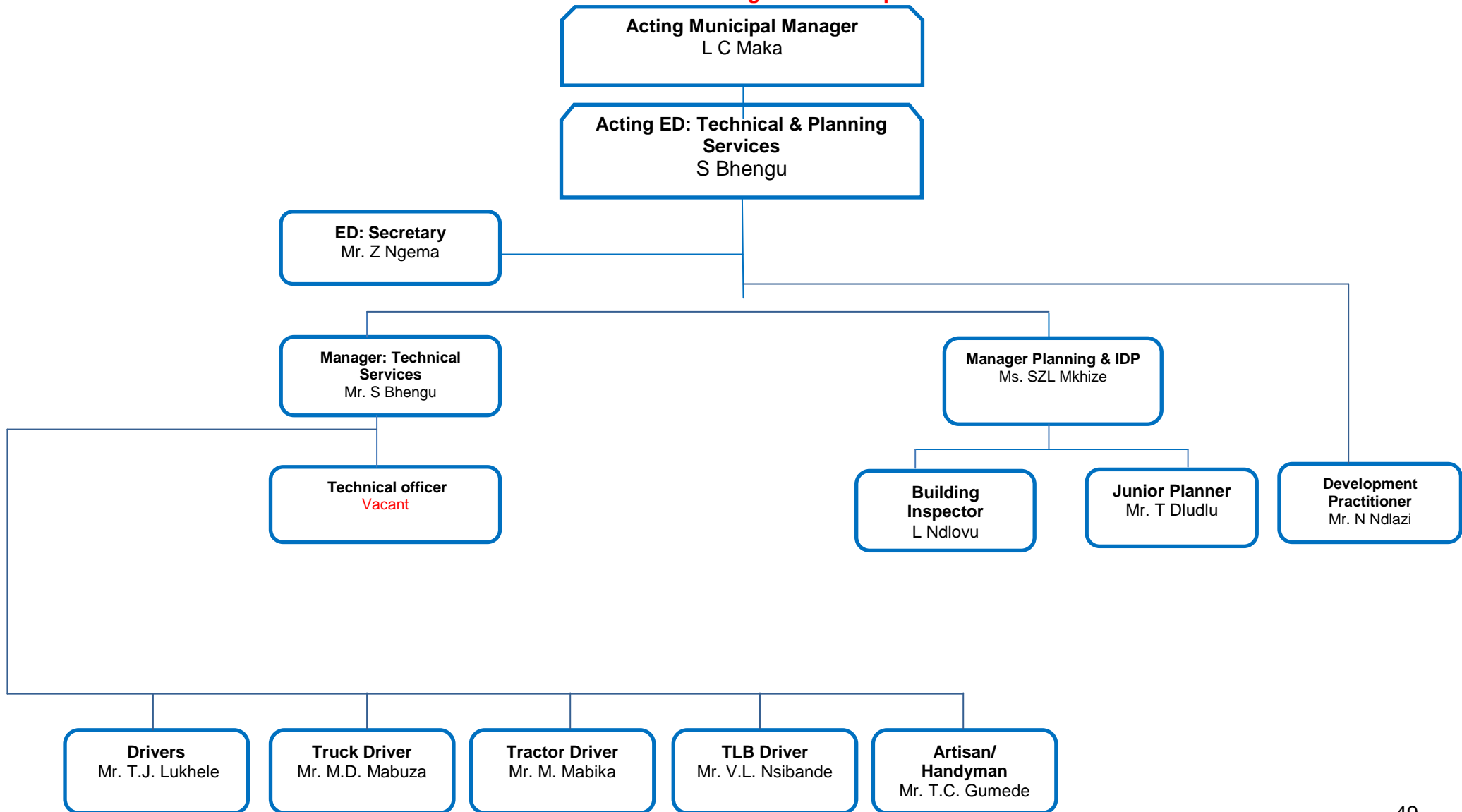
Management Services Department

Budget & Treasury Department



Social and Economic Development Department



Technical & Planning Services Department

WARD COMMITTEE SYSTEMS

In terms of the Municipal Structures Act, (Act 117 of 1998) municipalities are required to establish ward committees to enhance community participation in municipal development processes. In compliance with this legislative requirement the Jozini Council set up ward committees in each of the twenty wards and the total number of the ward committee members is 200 (10 per ward). The ward committees have since their establishment added much value to municipal processes by providing inputs from a community perspective. They play a major role in the IDP process both in terms of highlighting community priorities but also in maintaining constant communication between the Council and the communities. The municipality has a dedicated Committee Officer that deals with matters relating to ward committees on behalf of the Office of the Speaker. A number of training opportunities have also been made available for ward committee members to increase their capacity.

TRADITIONAL LEADERSHIP

The Traditional Leadership institution has been and continues to be at the centre of social development within the Jozini Municipality, particularly as the rest of the country experiences challenges resulting lack of social cohesion and the crumbling of family units. Amakhosi work and live with people within their communities and are well-positioned to advise and guide the municipality using local/historical knowledge. The area is also fortunate to have 07 Traditional Authorities. The Synergistic partnership has begun to create a good working relationship and communication between Amakhosi and the Municipality in all matters concerning the development of the area, particularly around the allocation of Ingonyama Trust land as well as authorising development applications.

COMMUNITY DEVELOPMENT WORKER (CDW) PROGRAMME

Currently, Jozini has a total of 15 community development workers (CDW's). CDWs are functional, but not to a full extent as there is a challenge of resource shortages.

3.3.2.2. POWERS AND FUNCTIONS

The powers and functions of the Municipality are described in the table below.

Table: Powers and Functions

Function	Authorizations	Definition
Schedule 4		
Air pollution	Yes	Any change in the quality of the air that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Building regulations	Yes	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: Approval of building plans; Building inspections, and Control of operations and enforcement of contraventions of building regulations. If not already provided for in the national and provincial legislation.
Child care facilities	Yes	Facilities for early childhood care and development which fall outside the competence of national and provincial government pertaining to child care facilities.

Electricity reticulation	Yes	Bulk supply of electricity, which include for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network, tariff policies, monitoring of the operation of the facilities for adherence to standards and registration requirements, and any other matter pertaining to the provision of electricity in the municipal areas.
Fire Fighting	Yes	In relation to District Municipality "Fire fighting" means: Planning, co-ordination and regulation of fire services; specialised fire fighting services such as mountain, veld and chemical fire services; co-ordination of the standardisation of infrastructure.
Local tourism	Yes	The promotion, marketing and if applicable, the development, of any tourists attraction within the area of the municipality with a view to attract tourists, to ensure access, and municipal services to such attractions, and to regulate, structure and control the tourism industry in the municipal area subject to any provincial and national legislation, and without affecting the competencies of national and provincial government pertaining to nature conservation, museums, libraries and provincial cultural matters.
Municipal airport	No	A demarcated area of land or water or a building which is used or intended to be used, either wholly or in part, for the arrival or departure of aircraft which includes the establishment and maintenance of such facility including all infrastructure and services associated within an airport, and the regulation and control of the facility, but excludes airport falling within the competence of national and provincial government.
Municipal Planning	Yes	The compilation and implementation of and integrated development plan in terms of the Systems Act.
Municipal Health Services	No	Subject to an arrangement with MECs to do the necessary authorizations, or alternatively, subject to amendments to the Structures Act, Municipal Health Service means environmental health services performed by a district municipality and includes:• Air pollution; Noise pollution; Solid Waste Removal; Water and Sanitation; Licensing and control of undertakings that sell food to the public; Control of public nuisance; and Facilities for the accommodation, care and burial of animals.
Municipal public transport	Yes	The regulation and control, and where applicable, the provision of:• Services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area• Schedule services for the carriage of passengers, owned and operated by the municipality, on specific routes.
Pontoons and ferries	Yes	Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matter related thereto, and matters falling within the competence of national and provincial governments
Storm water	Yes	The management of systems to deal with storm water in built-up areas
Trading regulations	Yes	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation
Water (Potable)	No	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution, bulk supply points, metering, tariffs setting and debt collection so as ensure reliable supply of a sufficient quality and quality of water to households, including informal households, to support life and personal hygiene.
Sanitation	No	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service necessary for safe and hygienic households.
Schedule 5		

Amusement facilities /Beaches	Yes	A public place for entertainment. The area for recreational opportunities and facilities along the sea shore available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government.
Billboards and the display of advertisements in public places	Yes	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which promotes the sale and/or encourages the use of goods and services found in: Streets; Roads; Thoroughfares; Sanitary passages; Squares or open spaces; and/or Private property.
Cemeteries, funeral parlours and crematoria	Yes	The establishment, conduct and control of facilities for the purpose of disposing of human and animal remains.
Cleansing	Yes	The cleaning of public streets, roads and other public spaces either manually or mechanically
Control of public nuisance	Yes	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community
Control of undertakings that sell liquor to the public	Yes	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses, and includes an inspection service to monitor liquor outlet for compliance to license requirements in as far as such control and regulation are not covered by provincial legislation.
Facilities for the accommodation , care and burial of animals	Yes	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration requirements outlined in legislation.
Fencing and fences	Yes	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads.
Licensing of dogs	Yes	The control over the number and health status of dogs through a licensing mechanism.
Licensing and control of undertakings that sell food to the public	Yes	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption.
Local amenities	Yes	The provision, manage, preserve and maintenance of any municipal place, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facility for public use but excludes such places, land or buildings falling within competencies of national and provincial governments.
Local sport facilities	Yes	The provision, management and/or control of any sport facility within the municipal area.
Markets	Yes	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal abattoirs	Yes	The establishment conduct and/or control of facilities for the slaughtering of livestock.
Municipal parks and recreation	Yes	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and includes playgrounds but excludes sport facilities.
Municipal roads	Yes	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of, connected with, or belonging to the road.
Noise pollution	Yes	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the

		future.
Pounds	Yes	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its by laws.
Public places	Yes	The management, maintenance and control of any land or facility owned by the municipality for public use.
Refuse removal, refuse dumps and solid waste disposal	Yes	The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment for the inhabitants of a municipality.
Street trading	Yes	The control, regulation and monitoring of the selling of goods and services along a public pavement, road reserve and other public places.
Street lighting	Yes	The provision and maintenance of lighting for the illuminating of streets.
Traffic and parking	Yes	The management and regulation of traffic and parking within the area of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal public works		Any supporting infrastructure or services to empower a municipality to perform its functions

3.3.2.3. HUMAN RESOURCE DEVELOPMENT

The vision of Training and Development is to ensure that Council has a skilled and capable workforce to support inclusive growth and development of skills within the municipality.

This is achieved through co-ordinating and providing quality assured skills development and training to Council employees to ensure that they function at an optimal level thus contributing to effective and efficient service delivery.

WORKPLACE SKILLS PLAN:

The Workplace Skills Plan (WSP) serves as the strategic document that gives direction on training and development within the Municipality. The WSP is aligned to the National Skills Development Strategy, the Skills Development Act 97 of 1998 as well as the Skills Levies Act 09 of 1999. The WSP and Annual

Training Reports are submitted annually to the LGSETA. Submission of these reports ensures that the Municipality receives its mandatory grant. The municipality trains staff as per the WSP. Employees representative of all Departments have been sent to different workshops which address the skills gaps identified by their respective departments.

Council also has a Bursary Policy which caters for employees and members of the Community (Community Achievement Bursaries).

3.3.3. MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

STRENGTHS <ul style="list-style-type: none"> • Policies are in place and reviewed annually • Job creation • Employment Equity Plan 	WEAKNESSES <ul style="list-style-type: none"> • Representation of women in management • 2% of disabled people are not represented
OPPORTUNITIES <ul style="list-style-type: none"> • Grading of municipality to another level • 	THREATS <ul style="list-style-type: none"> • Loss of critical skills • Lack of a job evaluation forum in order to determine post levels. The South African Local Government Association is however in the process of getting a job evaluation framework in place

3.4. SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

The success of local economic development is tied to the provision of basic and other types of infrastructure to the people. All services under analysis in this section are located in a specific locality, as per the Spatial Development Framework (SDF) of the municipality and have potential to enhance socio-economic development. Infrastructure analysis focuses on the status quo regarding water supply, sanitation facilities, energy and housing provision, roads and public transport, waste management and telecommunications – all of which underpins socio-economic development and determines people's quality of life. The provision of adequate municipal infrastructure remains a challenge throughout the municipality.

3.4.1. WATER AND SANITATION

There is stiff competition amongst different water users. While water remains a stumbling block for economic development through agricultural activities, water for domestic purpose i.e. portable water, becomes crucial, hence a priority.

Based on the municipal wards IDP participation meetings; water remains the main priority at Jozini Municipality. In terms of the Umkhanyakude District Municipality's Water Service Development Plan (WSDP) (April 2007); Jozini comprises of 17 water schemes. But most of these schemes are not properly maintained therefore dysfunctional. In areas not covered by the scheme or/and in cases whereby the schemes are dysfunctional, there are boreholes. Unfortunately most of these boreholes are non-functional due to poor maintenance. It should be noted that water and sanitation are the responsibilities of the District municipality.

The table below illustrates the main supply of water to households. There has been an increase in the number of households that have access to piped water; the majority of households still rely on natural resources for their water supply. Only 10.9% of households have access to piped water inside their dwellings.

Source of Water

Water source	HHs	%
Regional/local water scheme (operated by municipality or other water services provider)	17162	44
Borehole	3682	9
Spring	1147	3
Rain water tank	783	2
Dam/pool/stagnant water	2486	6
River/stream	10098	26
Water vendor	476	1
Water tanker	1472	4
Other	1543	4
Total	38849	100

Source: Stats SA (Census 2011)

Sanitation varies from water-borne to Ventilated Improved Pit Latrines (VIPs) sanitation. The difference between the two sanitation provision methods must however be kept in mind. Water borne sanitation is provided through the connection to a sewer network, while VIPs are the localized provision of sanitation structures.

The table below illustrates the type of sanitation facility utilized by households. There are very few households which have access to the flush toilet sewer (including flush septic tank). A positive trend has been the decrease in the number of individuals who do not have access to any form of sanitation facility.

Sanitation Facilities (Population Group) (Stats SA, 2011)

Type	HHs	%
None	8985	23
Flush toilet (connected to sewerage system)	3734	10
Flush toilet (with septic tank)	987	3
Chemical toilet	7850	20
Pit toilet with ventilation (VIP)	6971	18
Pit toilet without ventilation	8115	21
Bucket toilet	542	1
Other	1665	4
Total	38849	100

3.4.2. SOLID WASTE MANAGEMENT

The municipality provides waste collection services in its main towns, which means that outskirt areas (the villages) are not covered in terms of waste collection. These households rely mostly on backyard dumping and burning. Extending waste collection services is one of the municipality's intentions.

The municipality has 1 dumping site which is at Mkhuze and it is not yet licensed. The municipality is planning to develop a licensed landfill site. For development of landfill, an Integrated Waste Management Plan has been compiled in order to address issues relating to waste management, such as refuse removal. The following table depicts percentage distribution of households by type of refuse disposal.

Refuse Disposal (Population Group)

Type	HHs	%
Removed by local authority/private company at least once a week	4271	11
Removed by local authority/private company less often	355	1
Communal refuse dump	526	1
Own refuse dump	26902	69
No rubbish disposal	6118	16
Other	676	2
Total	38849	100

Source: Statistics South Africa (Census 2011)

In Jozini, IDT in partnership with DAEA, used existing buildings to start with the development of a recycling centre where the collected waste products are being sorted, the organic biological waste is composted, and objects are created from the waste products.

These buildings have been renovated and feature the required sanitary facilities, lighting, and ventilation in the sorting area, and catchments for the rainfall. At the composting site, facilities have been provided to catch liquid leakage.

Paper and cardboard, plastics, and metals are being selected, pressed, and marketed. The Jozini Recycling Centre provides work for a number of craftworkers that are fashioning

handmade products from waste products, such as handbags, table mats, place mats, hats, fruit serving plates, and the like. The Jozini Recycling Centre needs to be revived.

3.4.3. TRANSPORTATION INFRASTRUCTURE

Transport and road networks vary a great deal across the municipality. The majority of citizens rely on foot for daily transport needs.

The road network is made up of primarily provincial, district and access roads, the majority of which are in poor condition. The road network in Jozini consists of the following:

- There is one *national road* (N2);
- *Provincial Roads*. These road networks serve as the main connectors of the 20 wards, they also help in connecting to the surrounding municipalities. They also connect the primary nodes in the municipality. Most of the tarred roads are in a bad condition especially P522-1 between Jozini town and Mbazwana and the P443 between Bhambanana and Ingwavuma. These roads are characterized by potholes and livestock roaming the roads;
- The *district roads* serve as a major connection between major centres, towns and their respective rural settlement areas, and among the settlement areas. These roads are characterized by poor maintenance and most of them are gravel roads; making it difficult to use during rainy seasons; and
- There is a number of *Artery Roads* within Jozini Municipality which despite being gravelled are in a poor state.

One of Jozini municipality challenges is that most of the roads are in a state of disrepair and requires substantial upgrading. This renders some settlements almost inaccessible by a normal car and accounts for a poor public transport system in these areas.

PUBLIC TRANSPORT

Public transport is relatively underdeveloped because the number of people travelling from the outer parts of the Municipality is so low. The municipality is characterized by poor transportation linkages and therefore poor mobility.

Movement on the Jozini roads is perceived to be dangerous, due to:

- the bad state of the roads,
- free-roaming animals and
- the weak state of roadworthiness of many of the vehicles in the area.

Public transport is poor and dangerous. As many of the roads are inaccessible for buses and taxis, “bakkies” are illegally used for public transport.

The poor conditions of the road network in the municipality determine the access to transportation by the communities. Due to the conditions, taxi and bus transportation is not

accessible to the neediest of the communities. Such communities are spatially placed in the outskirts of the major centres or towns and are connected to these centres/towns by either district or artery roads whose conditions are not conducive for taxis and buses to drive through.

An efficient transport system can significantly increase the economic conditions of an area. This is due to the reduced cost in the time spent travelling raising productivity, the actual cost of travelling reduces as more efficient means of travel be used and it allows for faster delivery of goods and services. Road access allows more people the opportunity to access markets for both supply and consumption thus stimulating the local economy.

AIR TRANSPORTATION

Mkuze houses the Mkuze air strip. Currently there are plans to upgrade the runway and facilities to regional airport status with adequate facilities to handle commercial flights. The upgrade would boost the activity in the area by providing more direct, quicker access to tourism areas. The airport would create a limited number of direct jobs but provide a significant boost to the economy. There is also a small grass strips at Ingwavuma, Ndumo and Ubombo that appear to be dysfunctional.

3.4.4. ENERGY

Energy distribution has important economic developmental implications with a potential to make considerable impact. This impact relates to improved living conditions, increased productivity and greater sustainability of the environment. In the municipality electricity is largely generated by Eskom. The provision of electricity to houses has been identified as the second priority in the municipality through the ward participation meetings. Jozini Municipality is characterized by a huge backlog in electricity provision. While such a backlog could be attributed to limited power of the available substations in relation to demand; sparsely nature of households plays a determining factor in electricity provision.

Source of Energy for Cooking

Type	HHS	%
None	155	0
Electricity	9952	26
Gas	3482	9
Paraffin	220	1
Wood	24768	64
Coal	150	0
Animal dung	30	0
Solar	33	0
Other	59	0
Total	38849	100

Source: Stats SA (Census 2011)

Source of Energy for Lighting

Energy Source	HHs	%
None	585	2
Electricity	11301	29
Gas	307	1
Paraffin	218	1
Candles	25072	65
Solar	1365	4
Total	38849	100

Source: Stats SA (Census 2011)

Source of energy for heating

Energy Source	HHs	%
None	6792	17
Electricity	9006	23
Gas	1472	4
Paraffin	304	1
Wood	20517	53
Coal	505	1
Animal dung	89	0
Solar	155	0
Other	9	0
Total	38849	100

Source: Stats SA (Census 2011)

The above tables paint a depressing picture as far as access to electricity in Jozini Municipality is concerned. The use of wood as for cooking and candles for lighting remain high among households in Jozini Municipality. About 64% of households still utilize wood for cooking, while around 65% still rely on candles for lighting. This implies that the use of electricity remain a luxury for households. The use of woods impacts negatively on the environment, because it intensifies deforestation.

ESKOM is trying to address the electricity backlog through upgrading the Service stations and building a new one.

3.4.5. ACCESS TO COMMUNITY FACILITIES

3.4.5.1. CEMETERIES

There are 2 cemeteries that are under Jozini municipality i.e. Umkhuze and Ingwavuma. There are also 7 other cemeteries which are in the villages but are not owned by the municipality. Those villages are Makhonyeni A, Makhonyeni B, Sibongile, Hlalanathi, Biva, Mkhonjeni and Engulubeni. The municipality is clearing and fencing the ones in the villages. There is a new cemetery that is proposed at Ndumo. In the past years, there have been a challenge of not having cemetery bylaws, this issue is now being addressed (draft bylaws have been developed and will be gazetted soon).

3.4.5.2. SPORTS AND RECREATION

The municipality has built a number of community halls and constructed a number of sports fields/ grounds with the assistance of the Department of Sports and Recreation in some. In total Jozini municipality has 13 sportsfields and 35 halls. It has been noted that most of these facilities were in the past not well maintained, the municipality has tried to renovate most of these facilities.

3.4.5.3. THUSONG CENTRE

Jozini Municipality has 1 Thusong Centre which is located within Jozini town. This centre is operating well. There are government departments that occupy offices within this centre. The Jozini Thusong Service Centre is set within the development communication change which reflects a democratic approach to a public communication and information system. As it aims to put the information needs of citizens first in the communication process, this system is to empower the poor and disadvantaged. Jozini Thusong Service Centre is viewed as a means to operationalize the development communication approach as well as address information and service imbalances at local level by bringing government closer to the people.

3.4.5.4. LIBRARIES

Jozini municipality has 1 library and it is situated in Jozini town. There are 3 libraries which are under construction (Ndumo, Ingwavuma and Manyiseni)

3.4.6. SERVICE DELIVERY & INFRASTRUCTURE: SWOT ANALYSIS

STRENGTHS <ul style="list-style-type: none"> • 	WEAKNESSES <ul style="list-style-type: none"> • Basic services backlog • Maintenance budget • No maintenance plan • No plans for service lines
OPPORTUNITIES <ul style="list-style-type: none"> • 	THREATS <ul style="list-style-type: none"> • Access to appropriate land for human settlements purposes • Community unrest due to failure to deliver on time

3.5. LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS

3.5.1. LOCAL ECONOMIC DEVELOPMENT ANALYSIS

According to guide lines prepared by World Bank “Local Economic Development (LED) is the process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation. The aim is to improve the quality of life for all.

(Additional info to be included once the LED Strategy has been approved)

3.5.1.1. MAIN ECONOMIC CONTRIBUTORS

- ✚ Agriculture
- ✚ Tourism
- ✚ Business: Formal and Informal

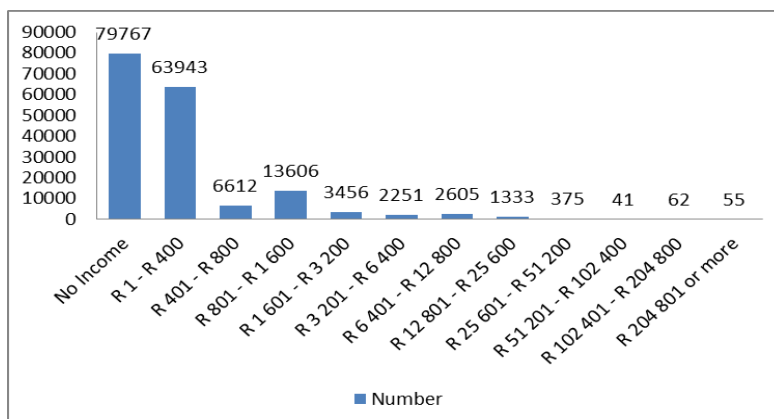
3.5.1.2. EMPLOYMENT AND INCOME LEVELS

According to the Census 2011 stats, 163 928 of Jozini population have a monthly income of R1600 or less. 79 767 of this population recorded no income at all.

There are spatial differences in income – with those living and working in the small towns and in the surrounding game reserves earning little more than grant-dependent - under-capacitated to deal with the developmental challenges it faces. The costs of living keep increasing diminishing the level of disposable income and payment for services

Income

Income	Number
No Income	79767
R 1 - R 400	63943
R 401 - R 800	6612
R 801 - R 1 600	13606
R 1 601 - R 3 200	3456
R 3 201 - R 6 400	2251
R 6 401 - R 12 800	2605
R 12 801 - R 25 600	1333
R 25 601 - R 51 200	375
R 51 201 - R 102 400	41
R 102 401 - R 204 800	62
R 204 801 or more	55



Source: Statistics South Africa (Census 2011)

3.5.1.3. COMMUNITY WORK PROGRAMME

- ✚ The Community Work Programme is implemented in 20 wards
- ✚ The number of Jobs created through the programme is 1080
- ✚ The reference group as a coordinating body is in place and it sits once a month
- ✚ Capacity building initiatives to participants are done as to meet some of the objectives for the programme

3.5.1.4. AGRICULTURE

The climate of the Jozini Local Municipality can generally be described as subtropical, and this varies from moist subtropical along the coast to moderately dry subtropical in the west. The climate (and particularly the rainfall) together with the soils of the area has the greatest influence on agricultural production in the area, and an understanding of the patterns of these parameters is an important predictor of suitable agricultural products for different areas. To respond to the abovementioned conditions the Municipality executed the following programmes:

a) Poverty Alleviation projects

In terms of institutional arrangements for all projects that are Agriculture in nature they get coordinated through the Agriculture sector which is comprised of the following stakeholders

- ✚ Department of Agriculture and Environmental Affairs
- ✚ LIMA
- ✚ Department of Social Development (Ingwavuma and Ubombo)
- ✚ Siyazisiza Trust
- ✚ Umkhanyakude District
- ✚ Department of Health

✚ Department of Education

The Municipality has allocated 11 million rands of which portion of it will be used to implement garden and poultry projects as per the needs identified during the IDP processes at ward level. The Sector sits on quarterly basis.

3.5.1.5. TOURISM

Tourism as mentioned earlier on is one the focus areas for economic growth of the area. Jozini is very rich in terms of Natural Resources, Heritage sites, History, Cultural Practices and its location. It became imperative that these attributes are thoroughly looked at to stimulate economic growth. To implement some programmes recommended by the tourism sector plan, the following activities were executed:

- ✚ Formulation of the Tourism Sector committee comprising of different stakeholders
- ✚ Establishment of the Community Tourism Organisation
- ✚ Ensuring the effective functioning of the Tourism information Centres (Mkhuze and Jozini)
- ✚ The development of the Marketing tools to market Jozini as a tourism destination
- ✚ Conducting School awareness programmes
- ✚ Tourism Ambassador programme
- ✚ Tourism Internship programme

3.5.1.6. BUSINESS (FORMAL AND INFORMAL)

- ✚ 600 Informal traders were trained on Municipal bi-laws
- ✚ Identification of market stalls needed in each town was done
- ✚ The programme to support SMME'S and Cooperatives in terms of registration and trainings is in place
- ✚ 5 SMME'S and Cooperatives were supported in terms of sourcing finance amounting to 190 000

3.5.1.7. LOCAL ECONOMIC DEVELOPMENT: SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Subtropical • Plenty of land under irrigation and without irrigation • Enough water • Known as fruit 	<ul style="list-style-type: none"> • Limited resources to support Cooperatives, SMME'S and big projects • Shortage of 	<ul style="list-style-type: none"> • Heritage sites, Monuments (Idlinza Lenkosi Udingane), Caves etc. • Natural Resources (Pans, Animals Birds ,Gorges, Mountains etc) 	<ul style="list-style-type: none"> • No revenue base • Red tape • Political Instability

basket • Existing LED strategy • Existing Tourism strategy • Fully functional Unit	Staff(capacity) within the Section • Shortage of infrastructure (informal traders)	• Location (Swaziland Mozambique , N2) • Other attractions(Jozini Dam, Game Reserves)	
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3.5.2. SOCIAL DEVELOPMENT ANALYSIS

3.5.2.1. BROAD BASED COMMUNITY NEEDS

WARD	PRIORITIES
1	• Water • Electricity (phase 2) • KwaNgwenya Community Care Centre
2	• Water • RDP Houses • Electricity
3	• KwaJobe Youth centre •
4	• Water • Electricity • Gujini Community hall
5	• Water • Electricity
6	• Electricity • Water • Agricultural projects
7	• Maphaya road and Bridge • Emachibini access road • Area 17 access roads
8	• Othobothini hall • Msiyane Library • Housing project
9	• Water • Electricity • Roads
10	• Water • Electricity • Housing project
11	• Qatha Hall • Entuthukweni Access road • Ntabayengwe access road
12	• Mealie processing • Electricity

	<ul style="list-style-type: none"> • Housing project
13	<ul style="list-style-type: none"> • Electricity • Speed Humps • Housing project
14	<ul style="list-style-type: none"> • Kwabheka road • Multi-skills centre • Sanitation
15	<ul style="list-style-type: none"> • Water • Electricity • Khume Hall
16	<ul style="list-style-type: none"> • Water • Electricity • Housing project
17	<ul style="list-style-type: none"> • Electricity • Water • Zimele High School
18	<ul style="list-style-type: none"> • Water • Electricity • Housing
19	<ul style="list-style-type: none"> • Electricity • Water • Mfingose Community hall
20	<ul style="list-style-type: none"> • Water • Housing • Electricity

3.5.2.2. EDUCATION

In terms of the Department of Education stats, there are 168 schools under Jozini municipality. According to the public participation meetings that have been conducted, many schools need additional classrooms and the upgrading of facilities. Due to their location, some schools do not even have access to basic infrastructure services including access roads. Accommodation for teachers in all areas is also a big problem. Educators are forced to travel far and during the rainy season, many of the schools are inaccessible.

Lack of schooling or low levels of education will affect the level of income received in the community and is also a reflection of the standard of living. According to the Business Trust (2207), low education also affects the ability of local residents to actively participate in development programmes.

Research indicates that the economic benefits of educating girls are similar to that of educating boys, but the social benefits favour female education over male education. Education of females increases the level of health and nutrition thus increasing overall health and productivity. Income earned by females increase their bargaining power in households and a greater proportion of women's income on child goods compared to that of men. Economic theory suggests that education improves the level and quality of human capital, in turn increasing the productivity of individuals, but increasing the output generated per

worker. Education facilitates long term growth and is often described as a tool to escape the poverty trap.

Female education also raises the labour force participation, which significantly raises the productivity and output of the economy.

KEY ISSUES

- ✚ A need for additional classrooms;
- ✚ A need for cottages/ accommodation for teachers;
- ✚ A need for the upgrading of school facilities;
- ✚ A need for basic infrastructure for schools, including fencing;
- ✚ Feeding schemes and
- ✚ A shortage of pre-school facilities.

3.5.2.3. HEALTH

Jozini is served by two (2) hospitals namely; Mosvold hospital which is located in Ingwavuma and Bethesda hospital located at Ubombo.

Jozini has seventeen (18) clinics which are located in areas of great densities. There are also two gateway clinics and 6 mobile clinics (with 91 mobile points, but 23 of these have no shelter), but the communities are not satisfied with this service.

Access to health services is still unreasonable since many people are forced to travel more than 10km to make use of the facilities. This service is one of the priority needs. There is an application of some form of planning standards which suggests that a population of 50 000 people needs to be provided with a hospital while 6000 people needs to be provided with a clinic. This therefore suggests that the area is supposed to be serviced by 3 /4 hospitals and 31 clinics which suggest a backlog of 2 hospitals and 14 clinics. It must be noted that these standards tend to be difficult to comprehend in a rural context especially in an area such as Jozini which is characterized by the sparsely populated settlement.

The minimal/lack of access to portable water and electricity limits the level and quality of health care in the area. Additional constraints affecting quality healthcare is the shortage of doctors in the region, specialists in particular. In addition, out of all the districts in KwaZulu-Natal the rate of HIV/AIDS is estimated to be the highest in Umkhanyakude District Municipality (which includes Jozini Municipality). A cause of concern is that no exact figures could be provided on a local or district level. Associated with HIV/AIDs is the high number of tuberculosis patients. The high prevalence rate not only decreases life expectancy, it has significant impacts on the productivity of the population. The impact of HIV/AIDS in Jozini Municipality is aggravated by the high level of poverty in the area, making it difficult for people to escape the poverty trap.

3.5.2.4. COMMUNITY DEVELOPMENT (VULNERABLE GROUPS)

The Special Programmes Unit is responsible for the co-ordination of the mainstreaming of issues of Historically Designated Individuals to the agenda of the municipality in general. This includes ensuring service delivery impacts in a manner that enhances the capacity of these groups to be part of the society as opposed to being a subject that is at the periphery. As a way of mainstreaming the designated groups, SPU has the responsibility of establishing structures that are meant to be the voice of these groups in influencing the municipalities to ensure that these groups participate at all levels of setting the agenda for service delivery.

3.5.2.4.1. YOUTH DEVELOPMENT

The youth participation is encouraged in Jozini Municipality. Jozini municipality has a Youth Forum. This forum together with the municipality has come up with some initiatives that will really help in empowering the youth of Jozini. One of these initiatives is the Joy Project which assists in job opportunities.

3.5.2.4.2. DEVELOPMENT OF THE PEOPLE WITH DISABILITIES

Jozini Municipality takes an initiative in accommodating and supporting people with disability. A number of activities are conducted within the area. The municipality tries to employ people living with disabilities. Facilitate collaboration between Government and the Disability Sector to enhance service delivery. The municipality has a Disability Forum. The municipality is also represented at the District Disability Forum.

3.5.2.4.3. DEVELOPMENT OF THE ELDERLY

The Municipality has a relatively high population of Older Persons. The poorest people live in rural areas where there are no resources. The municipality and Department of Social Development are working hard in eradicating poverty within our communities by coming up with projects through the poverty alleviation programme that people could do in their areas. There is a Senior Citizens Forum which deals with developing the elderly.

3.5.2.4.4. DEVELOPMENT OF WOMEN

In the South African context participation of women and the consideration of their needs is a cardinal principle embedded in all local initiatives. Jozini municipality has a Women's Forum which deals with capacitating women and issues affecting women these days. The Women's Forum is the most functional forum in Jozini municipality; the forum received an award from the Mayor at the closing function.

The municipality also has a Men's Forum, where men discuss issues affecting women and how to deal with men who abuse women.

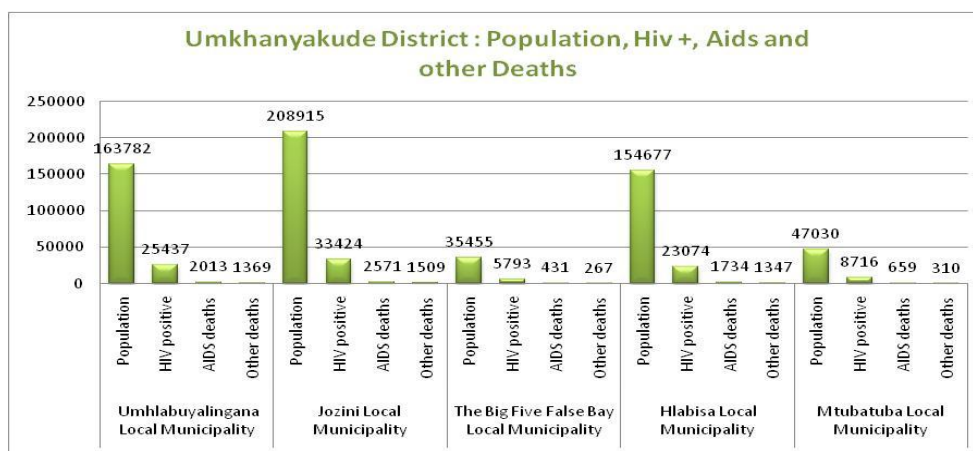
3.5.2.4.5. PEOPLE AFFECTED BY CRIME, HIV/AIDS, DRUGS, ETC

The municipality has the HIV/AIDS Programme which deals mainly with HIV/Aids pandemic that adversely affect socio-economic conditions of people residing in our municipality and outside the jurisdiction of the municipality. It deals with the ways and means in which to deal

with the pandemic such that different structures have been established in the municipality to deal with it. This is done under the auspices of the National, Provincial and municipalities policies dealing with HIV/Aids. A variety of structures exist such as Ward Aids Councils and Local Aids Council and these structures report on a monthly basis to inform District(District Aids Council) and Provincial reports(Provincial Aids Council)

The municipality has in consultation with other stakeholders done different activities to advocate and promote awareness in order to combat the spread of the disease. Such activities include Heroes Walk, Prayer Day, and World Aids day.

HIV rate at Jozini Municipality are estimated to 17% of the total population.



Source: Umkhanyakude Municipality IDP

3.6. MUNICIPAL FINANCIAL VIABILITY

Jozini Municipality from a financial perspective is a municipality that remains dependant on grants and shall remain so for the foreseeable future as such until alternative revenue sources are created to enhance the current constrained own revenue sources. Approximately 90% of Council revenue comes from National Transfers there is little scope for cross subsidisation given the limited business sector and therefore increases in tariffs impacts directly upon domestic consumers and hence almost immediately burdens the municipality's cash flow. Increased taxation will invariably mean increased non-payment hence the tariffs have only been increased by the proposed NT 5, 6%

3.6.1. FINANCIAL VIABILITY MANAGEMENT ANALYSIS

The budget for the financial year 2015/2016 is the 5th budget of the current political administration. The priorities reflected within this budget are aligned with the strategy and priorities of the Municipality. Whilst changes in policy and direction cannot simply happen overnight there have been significant shifts in Council thinking whilst maintaining at all times synergy with the Constitutional requirements of Local Government in respect of basic services and within the general dictates of the National treasury guidelines.

3.6.1.1. CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

The budget continues to fight the malaise and constrained economic conditions that Council continues to find itself in. indeed it is unlikely that the economic conditions and position will change much in the next two to three budget cycles at least in as far as the municipality's ability to generate its own revenue sources as it is currently heavily reliant on National Transfers. The budget therefore follows a conservative approach to rates and tariffs but also slowly begins to plan in anticipation of improved economic conditions from 2017/2018.

3.6.1.2. FREE BASIC SERVICES

The Municipality has an indigent policy in place and is currently reviewing the Indigent register which will inform the provision of free basic services. Based on the census, the plausible assumption is that 163 928 (88%) of the population is indigent.

3.6.1.3. REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

- Property rates mainly from government and businesses
- Collection of refuse removal
- Formulation of indigent register
- Data cleansing

- Ensuring correctness of billing system
- Issuing of reminders and summons
- Sorting out of the issue of Ingonyama Trust land

There is a real challenge when it comes to Revenue collection since most of our communities are indigent and the municipality mostly relies on grants. The other factor which contributes to this is that the municipality does not own the land and that makes it difficult to collect property rates.

3.6.1.4. MUNICIPAL CONSUMER DEBT POSITION

The anticipated consumer debtors' figure of R_____ at the end of 2015/2016 is a net figure; it includes the bad debt or debt impairment provisions totalling R_____. The collection of outstanding debtors is alarmingly high and requires that far more attention is needed to be paid to minimising debt at an early stage, that is, before it reaches 90 days which will require vigorous debt recovery mechanisms which will include processes such as the data cleansing exercise as well as other iron fist in velvet glove approach to credit control mechanisms. Sadly however, we have had to take the harder approach of handing over more debtors to debt collectors for direction action. This is most especially in regard to assessment rates and charges. Various initiatives as such as interest writing off initiative for all property categories are currently underway to in an effort to enhance the debtors collection period.

3.6.1.5. GRANTS AND SUBSIDIES

Jozini municipality has over the recent years remained relatively financially stable. Continuous efforts are made to comply fully with the MFMA and other legislations directly affecting financial management. Jozini municipality cannot afford salaries that are prerequisite to GRAP due to the inability to attract the suitably qualified accountants at the skill required by GRAP as well as given the current limitation as it relates to the geographical location of our municipality. It is therefore highly unlikely that qualified accountants are going to respond given the current salaries that we offer, however we remain committed to muddling through these deep waters the best way we know how in order to respond to the concerns raised by the AG regarding the skills levels of the BTO.

3.6.1.6. MUNICIPAL INFRASTRUCTURE ASSETS AND MAINTENANCE

The municipality in its capital budget has made provision for repairs and maintenance during the 2015/2016 financial year. Although National treasury through circular has indicated that the municipalities who had received a qualification on their PPE values should budget for at least 10% for repairs and maintenance, the municipality has start somewhere and we are of the view that the gradual annual increase and growth of the repairs and maintenance budget year after year has to be balanced with the many other budget priorities however the municipality remains committed in gradually and decisively making provisions in the MTREF

for the active maintenance and upgrade of infrastructure will go a long way in improving the lifespan of our assets. Various initiatives to address the maintenance of assets were explored in 2013/14 and 2014/15 and will still be explored during the 2015/16 financial year these will include development and implementation of a comprehensive asset management plans. The municipality also has a dedicated asset management officer whose responsibility is to oversee the entire asset management function and ensuring that this function is not left to chance.

National Treasury has also indicated that a minimum of 40% of the capital budget should be for renewal as opposed to new infrastructure. It is important to however note that in the case of Jozini Municipality there exists enormous infrastructure backlogs where the municipality is having to almost start from scratch in the provision of the infrastructure requirements, with the development of a comprehensive asset management plan it is anticipated that it will provide a clear directive in terms of identification of assets due for renewal ensuring that the renewal of assets is not a by chance initiative but one that is deliberate one informed by a long term strategic view.

3.6.1.7. CURRENT AND PLANNED BORROWINGS

The municipality does not have any borrowings at the moment but is planning to make borrowings in order to address the infrastructure backlog issue.

3.6.1.8. MUNICIPALITY'S CREDIT RATING

3.6.1.9. EMPLOYEE RELATED COSTS (INCLUDING COUNCILLOR ALLOWANCES)

The employee related costs have overall increased by R_____ during the 2015/2016 financial year. This increase is a result of the salary increase, the creation of key new vacancies to respond to the ever growing demands for the provision of services to the poor as well as the requirement to align the organisational arrangements and requirements to the Powers and Functions as allocated to the Jozini Local municipality. The total salary budget at a percentage expression is ____% of the overall budget including capital expenditure and ____% against the total operating budget.

3.7. GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS

3.7.1. GOOD GOVERNANCE ANALYSIS

3.7.1.1. NATIONAL AND PROVINCIAL PROGRAMMES ROLLED OUT AT MUNICIPAL LEVEL

OPERATION SUKUMA SAKHE (OSS)

The programme aims to embrace the community partnerships and the integration of fieldworkers, by encouraging coordination of comprehensive services of different service providers such as government departments, state owned enterprises and civil society as it views the delivery of anti-poverty programmes as a collective responsibility. The program is anchored on 3 important areas which are food security, healthier communities (addressing HIV/AIDS and T.B.) and empowerment of youth and women. It also aims to address the social ills which are substance abuse, teenage pregnancy, crime, road accidents and gender based violence.

There are different steps to understanding household and community needs. The community care givers (CCGS) visit households whereby a household head will provide information on the individuals in the household, using the household profiling tool which is completed by the CCGS and Youth ambassadors, the baseline information of the household is then established.

The war room meetings then take place whereby there is discussion of the household needs per department; the needs are then submitted to the departmental focal person for action.

There are three main structures for OSS, the political structure, the coordinating structure and the oversight structure. In Jozini municipality the honourable Mayor is the political champion, there is also a Local Task Team that is supported by the Municipal Executive Council. At the ward level the ward councillors are championing OSS whilst there are Ward Task Teams that are supported by the ward committees. War rooms have been established in all the 20 wards of Jozini with some war rooms in some wards being fully functional.

3.7.1.2. IGR

Intergovernmental Relations in South African context concern the interaction of the different spheres of government. The Constitution declares that government is comprised of National, Provincial and Local spheres of government which are distinctive, interdependent and interrelated. According to the Constitution of the Republic of South Africa, Act, No.108 of 1996, Section 41 (2), an Act of Parliament must establish or provide structures and institutions to promote and facilitate Intergovernmental Relations and provide for appropriate mechanisms and procedures to facilitate settlement of Intergovernmental disputes. The primary location of Intergovernmental Relation system is within the Department of Provincial and Local Government (DPLG) in conjunction with the Cabinet Governance.

Jozini Municipality has developed a number of programmes and actions to improve good governance and relations with external role-players but also to improve internal efficiencies.

Jozini Local Municipality falls under the uMkhanyakude District Municipality which has an operational IGR structure. There are a number of forums/ clusters that have been established in the District and Jozini is part of those forums. Each Forum/ cluster is chaired by municipal managers except for the Mayors' Forum which is chaired by the District Mayor. The Forums are as follows:

- ✚ Mayor's Forum
- ✚ Municipal Managers' Forum
- ✚ CFO's Forum
- ✚ Planners' Forum (which includes LED)
- ✚ Corporate Governance Cluster
- ✚ Technical Services and Infrastructure cluster
- ✚ Community Services cluster

3.7.1.3. MUNICIPAL STRUCTURES

This section is partially covered at Institutional arrangements.

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

The primary function of the Municipal Public Accounts Committee (MPAC) is to assist the Council in exercising its oversight and accountability responsibilities and functions; by generally exercising political oversight on behalf of the council; by holding the executive and municipal administration to account; by overseeing and reviewing municipal accounts to ensure the effective and efficient utilization of the municipal resources; and by carrying out the responsibilities of initiating and preparing the annual oversight report. The Jozini LM MPAC meets at least quarterly per annum.

3.7.1.4. AUDIT COMMITTEE

Jozini Municipality has established an Audit Committee in accordance with section 166 of the Municipal Finance Management Act, no 56 of 2003. The status, authority, roles and responsibilities are in accordance with section 166 of the Municipal Finance Management Act (MFMA), no 56 of 2003 and MFMA Circular 65 of 2013 and are delegated by the Jozini Municipal Council.

The Audit Committee of the Jozini Municipality is authorized, in terms of its charter, to perform the duties and functions required to ensure adherence to the provisions of the Municipal Finance Management Act, the applicable provisions of the Municipal Systems Act and the Municipal Structures Act and other applicable regulations. In carrying out its mandate, the Audit Committee must have regard to the strategic goals of Jozini Municipality and its strategic focus areas and development priorities as outlined in the Integrated Development Plan (IDP) and the Service Delivery Budget Implementation Plan (SDBIP).

The Audit Committee is required to consider any matters relating to the financial affairs of the municipality, internal and external audit matters. The committee must review and assess the qualitative aspects of financial reporting, the municipality's processes to manage business and financial risk, governance processes and compliance with applicable legal, ethical and regulatory requirements. The Audit Committee does not assume the functions of management which remain the responsibility of Exco, Council and the delegated officials.

The Audit Committee may:

- Communicate with the Council, Municipal Manager or the internal and external auditors of the municipality.
- Have access to municipal records containing information that is needed to perform its duties or exercise its powers.
- Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the Audit Committee.

3.7.1.5. STATUS OF MUNICIPAL POLICIES

POLICY	COMPLETED Y/N	APPROVED Y/N
Bursary policy	Y	
Desertion and Absconding Policy	Y	
Grievance Policy	Y	
Induction Policy	Y	
Leave Policy	Y	Y
Occupational Health and Safety policy	Y	
Promotion Policy	Y	
Retention Policy	Y	
Car Allowance Policy	Y	
Acting Policy	Y	
Disciplinary Hearing Policy	Y	Y
Dress Code Policy	Y	
Employment Equity Policy	Y	Y
Housing Subsidy Policy	Y	
Migration and Placement Policy	Y	
Performance Management Policy	Y	Y
Recruitment and Selection Policy	Y	Y
Sexual Harassment Policy	Y	Y
Training and Development Policy	Y	Y
Activity Monitoring Policy	Y	Y
Firewall Management policy	Y	Y
IT change Management Policy	Y	Y
IT Risk Management Policy	Y	Y
Patch Management Policy	Y	Y
IT Performance and Capacity Management Policy	Y	Y
IT Security Policy	Y	Y
Physical security and Environmental Controls	Y	Y

policy		
Backup and Restore Policy	Y	Y
Help-desk and Incident Policy	Y	Y
User Account Management Policy	Y	Y
Budget Virement Policy	Y	Y
Asset Management Policy	Y	Y
Credit Control and Debt collection by-law	Y	Y
S&T Policy	Y	Y
Supply Chain Management Policy	Y	Y
Cellphone, Telephone and 3G Policy	Y	Y

3.7.1.5. MUNICIPAL RISK MANAGEMENT

Risk Assessment was performed, this contributed to leveraging synergies between the organisation's risk management and internal auditing processes.

A risk based Strategic Internal Audit Rolling Plan was developed to determine the priorities of the internal audit activity, which was consistent with the organisation's goals was communicated to Council, Management and the Audit Committee subsequent to that it was implemented.

3.7.2. PUBLIC PARTICIPATION ANALYSIS

In terms of Chapter 4 section 16 (1), a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose encourage, and create conditions for, the local community to participate in the affairs of the municipality, including in the preparation and implementation and review of its integrated development plan in terms of Chapter 4.

Jozini Municipality's public participation unit is mainly responsible for the day to day running of the Speaker's offices and councillors. Its main purpose is to build a working relationship between the council and the communities; this relationship is through the ward councillors and the ward committees. Ward committees serve as the vehicles of information from the council to the community and from the community to the council. Jozini Municipality has got 20 wards and under each ward 10 ward committee members are elected to serve on the structure.

Jozini municipality has trained all the ward committees on 8 skills development modules. And on day to day they get support from the office of the Speaker. They are also getting a stipend of R1000.00 each monthly for easy and smooth running of their programs in their respective wards. This unit has developed a public participation plan that the council adopted. This plan plays a great deal in the IDP processes. It has also developed a ward committee support plan. This plan serves as a guiding document that the council needs to follow when dealing with public participation matters.

This unit is also part and parcel of three forums under uMkhanyakude district and the province:

- Speakers Forum (where the Speakers of 5 sister municipalities meet to discuss public participation matters since they are the champions of it.)
- Public participation practitioner's forum (5 sister municipalities under the district)
- Provincial public participation Forum (where all KZ municipalities meet to discuss public participation related matters)

Jozini Municipality through this Unit has conducted a community satisfaction survey in all wards.

For the IDP to be in line with provincial guidelines, this unit has developed ward based plans for each ward.

3.7.3. GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Community consultations • Internal Audit is in place • Annual Reports are prepared and submitted as required • District IGR in place • Policies are reviewed annually • Functional War Rooms 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Lack of implementation of some policies • Difficulty in prioritising community needs in relation to budget constraints • Ward Committee capacity and resources lacking. • There are few by-laws that are in place • Outdated plans and policies • Lack of implementation of by-laws • Lack of supervision and guidance of staff that operates out of office premises.
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • AG Report provides an opportunity to achieve a Clean Audit 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Low levels of participation by certain stakeholders in the IDP process

3.8. COMBINED SWOT ANALYSIS

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Community consultations in the form of IDP consultations and Roadshows • Subtropical • Known as fruit basket • Existing LED strategy • Existing Tourism strategy • Policies are in place and reviewed annually • Job creation • Employment Equity Plan 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Land ownership • Skewed gender balance • Basic services backlog • Short staffed • Office space • Lack of resources (vehicles) • Maintenance budget • No maintenance plan • No plans for service lines in town • Unemployment rate • Poor access to social development services • Representation of women in management • 2% of disabled people are not represented
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Jozini dam • Proposed Jozini shopping complex • Ndumo project • Mkuze development • Formalisation of towns • Development around Jozini dam • Provision of in-service training to students • Jobs creation • Grading of municipality to a higher level 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Basic services backlog • Large rural hinterland • Dispersed settlement pattern • Traditional Authorities- land issues • Late approval of projects • Limited funds to improve infrastructure development • Loss of critical skills • Lack of a job evaluation forum in order to determine post levels. The South African Local Government Association is however in the process of getting a job evaluation framework in place

3.9. KEY CHALLENGES

KPA	CHALLENGE
Basic Service Delivery	<ul style="list-style-type: none"> Backlog on basic infrastructure (housing, water, electricity, sanitation, roads) Backlog on infrastructure maintenance in towns
Municipal Institutional Development and Transformation	<ul style="list-style-type: none">
Local Economic Development	<ul style="list-style-type: none"> High unemployment Poverty Poor access to social development services (rural communities) Community development for sustainable environments
Municipal Financial Viability and Management	<ul style="list-style-type: none"> High grant dependency ratio
Good Governance and Public Participation	
Spatial Planning and Environmental Management	<ul style="list-style-type: none"> Land ownership and land rights Land Use Management

4.1. VISION, GOALS, OBJECTIVES & STRATEGIES

The strategic framework will address the objectives and strategies of Jozini municipality that it needs to achieve in a specific time frame to address key issues identified. The objectives and strategies of the municipality are in line with the national and provincial guidelines as well as aligned to the Umkhanyakude District Municipality's strategy.

4.1.1. MUNICIPAL VISION

The review of the Jozini Municipal IDP remains consistent with the strategic approach and commonly owned vision which was adopted by Council during 2013/14.

'A MUNICIPALITY THAT PROVIDES SUSTAINABLE SERVICE DELIVERY, SOCIO-ECONOMIC DEVELOPMENT AND BETTER LIFE FOR ALL.'

The above vision underpins an integrated approach to improving the standard of living of all the people in the Jozini area. In order to achieve the above vision, the municipality will have to continue function in an accountable and financially sound manner.

4.1.2. MUNICIPAL MISSION:

TO BE A PROFESSIONAL, EFFECTIVE, EFFICIENT AND RESULTS ORIENTATED MUNICIPALITY THAT, THROUGH INTEGRATED EFFORT, CONTINUALLY PROMOTE THE SOCIAL WELFARE AND ECONOMIC PROSPERITY OF ALL ITS RESIDENTS, INVESTORS AND TOURISTS.

4.1.3. STRATEGIES, GOALS AND OBJECTIVES

Jozini Local Municipality's strategic focus is characterized by the following Key Performance Areas:

- Good Governance and Public Participation
- Basic Service Delivery and Infrastructure Provision;
- Social and Economic Development ;
- Municipal Institutional Development and Transformation;
- Municipal Financial Viability and Management; and
- Spatial Planning and Environmental Management;

It is also aligned to the 12 National Outcome Delivery Agreements, especially Outcome delivery 9 which concerns COGTA and local municipality.

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

MUNICIPAL GOAL	OBJECTIVE	STRATEGY	IDP NO	INDICATOR	15-16 TARGET
Differentiated approach to municipal financing, planning and support	To improve Municipal Institutional and organisational capacity	Review existing policies	JLM1	Number of Policies Reviewed	
		Develop new identified policies	JLM2.1	Number of Policies developed	
			JLM2.2	Number of Policies Adopted	
			JLM2.3	Date of implementation of Plan.	
		Establishment of Skills Development Committee	JLM3	Date of establishment	
		Review EEP	JLM4.1	Date of adoption	
			JLM4.2	Number of women Appointed in Sec 54/56 Post	
		Updated website	JLM5	Number of Monthly updates	
		Implementation of WSP	JLM6.1	% of budget spent on implementation of WSP	
			JLM6.2	Number of Training workshops held as per plan	
	To monitor Risk Management	Conduct risk management reviews	JLM7	Number of reviews conducted	
		Establishment of Municipal Risk Committee	JLM8.1	Number of Risk Management Updates	
	To provide Information technology support for the municipality	Improved technology, Updated website	JLM9	Number of Website Updates	
	To ensure proper and safer records keeping	Improved electronic Filing	JLM10	Number of Electronic Filing developed	
	To ensure fleet control measures are in place	Conduct Fleet Management Meetings with Vehicle users	JLM11	Number of Quarterly Meetings held	

	To ensure compliance with labour legislation and legal services	Conduct Labour Forum Meetings	JLM12	Number of Labour Forum Meetings Conducted	
	To review and implement OPMS System	Implementation of PMS policy	JLM13.1	PMS Policy reviewed and adopted	
			JLM13.2	Number of OPMS Reports submitted to Council	
		Sec 54/56 Employment Contract Signed and submitted to Council & Cogta	JLM14	Number of Employment Contracts Signed & submitted	
		Sec 54/56 Performance Agreements Concluded & Signed	JLM15	Number of Performance Agreements Signed	
		Conduct PMS Reviews	JLM16	Number of PMS Reviews	

KPA 2: BASIC SERVICE DELIVERY

MUNICIPAL GOAL	OBJECTIVE	STRATEGY	IDP NO	INDICATOR	15-16 TARGET
IMPROVED ACCESS TO BASIC SERVICES	To facilitate provision of access to basic services, Access to basic Services	Participation in IGR For a	JLM17	Number of Reports submitted to Council	
		Improve Access to Electricity	JLM18.1	Number of new consumer units with access to electricity	
	Access to basic Services	Provision of basic Services	JLM18.2	Number of New Solar Gysers installed	
		Improve access to Roads Infrastructure	JLM18.3	Number of KMS of gravel roads graded	
			JLM18.4	Number of By-pass Bridges constructed	
			JLM18.5	Number of Causeway Constructed	
		Improved collection of waste	JLM19.1	Number of New consumer units with access to refuse removal	
			JLM19.2	Number of existing consumer unit with access to refuse removal	
	To improve Access to Shelter and eradication of housing backlog	Improved access to adequate shelter	JLM20.1	Approved HSP	
			JLM20.2	Number of new housing units constructed	
	Construction of Municipal Infrastructure	Implementation of New building Projects	JLM21.1	Phase 2 of Traffic Testing Ground Completed	
			JLM21.2	Number of community halls constructed	
			JLM21.3	Number of Sportfields Constructed	

		Develop Maintenance Plan.	JLM22	Number of Maintenance Plans developed	
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KPA 3: LOCAL ECONOMIC DEVELOPMENT

MUNICIPAL GOAL	OBJECTIVE	STRATEGY	IDP NO	INDICATOR	15-16 TARGET
Community Work programme implemented and co-operatives supported	Increase job creation	Jobs created through EPWP	JLM23	Number of jobs created	
		Jobs created through LED	JLM24	Number of Jobs created	
		Jobs created through CWP	JLM25	Number of jobs created	
		Jobs created through Tourism	JLM26	Number of jobs created	
	To stimulate Local Economic growth and development	Review & Implement LED, Tourism & EPWP Strategies	JLM27.1	1 LED Strategy reviewed and Implemented	
			JLM27.2	1 Tourism Strategy reviewed and Implemented	
			JLM27.3	1 EPWP Strategy reviewed and Implemented	
		Improve functioning of LED , Tourism & Agriculture Forums	JLM28.1	Number of meetings held per Forum	
			JLM28.2	Number of reports per forum	
			JLM28.3	Number of Tourism Awareness Campaigns	
			JLM28.4	Number Agri-sector committee	
		Conduction of Poverty Alleviation Projects.	JLM28.5	Number of Poverty Alleviation Projects conducted	
	Improved support to Local development	Support of local Businesses	JLM29.1	Number of SMME'S Registered	
			JLM29.2	Number of Workshops conducted for SMME'S	

KPA 4: GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS

MUNICIPAL GOAL	OBJECTIVE	STRATEGY	IDP NO	INDICATOR	15-16 TARGET
	To involve Local Communities in Municipal Affairs in a structural manner.	Strengthen the functioning of ward Committees	JLM30.1	Number of Meeting held per Ward Committees	
			JLM30.2	% Attendance by members per ward.	
			JLM30.3	Number ward base plans compiled	
		Improved Public Participation	JLM31.1	Number Communication Strategy Workshops held.	
			JLM31.2	Number of IDP Public Participation Meetings	
			JLM31.2	Number of Survey conducted	
			JLM31.3	Number of IDP/BUDGET ROADSHOWS held	
	To Strengthen relationship between Municipal Council and Traditional Authorities	Promote the Synergistic Partnership	JLM32	Number of Meetings to be Conducted	
	To promote healthy Life style through Sports and Recreational Activities	Conduct Sporting & Recreational Activities	JLM33	Number of Sporting & Recreational Activities.	
	To promote Art and Culture Activities.	Conduct Art and Culture Activities	JLM34	Number of Art and Culture Activities Conducted	
	To promote Social cohesion through functional Forums.	Improved the functionality of all Municipal Forums	JLM35.1	Number of Forum Meetings held	
			JLM35.2	Number of Programmes held	

	To promote Culture of reading through extension of Library Services to more Communities	Conduct Reading Programmes	JLM36	Number of Reading Programmes to be conducted	
	To Improved road Safety	Implement Road Safety Programmes	JLM37.1	Number of public safety road blocks	
			JLM37.2	Number of Safety Awareness Campaigns held	
	To Improved Service Delivery	Provision of integrated government Services to the Community.	JLM38	Number of Sector Departs Participating in the Thusong Centre	
	To Improve functioning of the Animal Pound.	Conduct Community Awareness Campaigns	JLM39.1	Number of Community Campaigns held	
		Review Pounds By-Laws	JLM39.2	Date of Adoption	
	To improve cemetery/ burial services	Develop Burial Register	JLM40	Number of Registers Compiled	
		Formalization of Cemeteries	JLM401.1	EIA Conducted	
			JLM41.2	Number of Cemeteries Formalised	

KPA 5: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

MUNICIPAL GOAL	OBJECTIVE	STRATEGY	IDP NO	INDICATOR	15-16 TARGET
	To manage budget and actual expenditure of the municipality.	Prepare income & expenditure reports and Financial Statements in compliance with legislative requirements	JLM42	Date of completion	
	To achieve excellence in financial management and clean Audit	Improved Financial Management	JLM43.1	Improved Audit Opinion	
			JLM43.2	Updated Asset Register	
			JLM43.3	Updated Loans & Investment Register	
			JLM43.4	Improved cash flow Management	
	To ensure the implementation of budget processes(Copy & paste from Cogta Scorecard)	Improved Budgeting	JLM44.1	Number of Budget steering Committee Meetings	
			JLM44.2	Percentage Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100)	
			JLM44.3	Percentage operating expenditure budget implementation (actual operating expenditure/budget operating expenditure x 100)	
			JLM44.4	Percentage service charges and property rates revenue budget implementation (actual service charges and property rates revenue/budget service charges and property rates revenue x 100)	
	To optimise revenue	develop and implement revenue enhancement strategy	JLM45.1	Revenue Enhancement Strategy developed & adopted	

	collections.		JLM45.2	% increase in revenue collection	
	To ensure efficient, cost effective, transparent, competitive and equitable SCM.	Improved SCM processes	JLM46	Number of SCM Reports submitted	
		Developed Departmental Procurement Plans	JLM47	Number of Procurement Plans developed	
		Conduct SCM Workshops with Stakeholders	JLM48.1	Number of Workshops Conducted	
			JLM48.2	Policy on contract Management developed	

KPA 6: SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT

MUNICIPAL GOAL	OBJECTIVE	STRATEGY	IDP NO	INDICATOR	15-16 TARGET
	To promote sustainable land use	Training of Traditional Councils on Land Use Management and Introduction of wall to wall schemes	JLM49	Number of Trainings conducted	
	To transform rural and urban settlements into integrated and sustainable human settlements	Identify priority settlements for settlement planning	JLM50	Housing Sector Plan.	
	Efficient and credible strategic and spatial Municipal Planning	Revision of a Credible IDP	JLM51	Improvement in the % scored in the IDP Credibility ranking	
		Improved Spatial development Framework Planning	JLM52.1	Reviewed SDF	
			JLM52.2	Number of identified SDF Priorities	
	To improve the monitoring of compliance with building regulations	Well organised Towns	JLM53	Number of programmes monitored	
Disaster management(Move to last KPA)	To develop and Implement Disaster Management Mechanism	Functional disaster management in line with DMP	JLM54.1	Reviewed Disaster Management Plan	
			JLM54.2	Local disaster management committee	
			JLM54.3	Number of disaster awareness campaigns	
			JLM54.4	Disaster management plan which has areas mostly affected by disaster	

5.1. STRATEGIC MAPPING

5.1.1. ENVIRONMENTALLY SENSITIVE AREAS

Areas of environmental concern include the following:

- Wetlands and watercourses,
- Areas prone to soil erosion, steep slopes,
- archaeological sites and
- tourism assets

Rural Settlement with no adequate water and sanitation are also of big concern. In general the following areas were identified as future conservation areas.

INTRODUCTION

Local Government: Municipal Systems Act, Act 32 Of 2000, Section 26 requires one of the core components of each municipal IDP must be a Spatial Development Framework (SDF). The minimum elements that must be included in the SDF are also spelt out therein. It is stated that the SDF should operate as an indicative plan, whereas the detailed administration of land development and land use changes be dealt with by a land use management scheme, which will actually record the land use and development permissions accruing to a piece of land. Jozini Local municipality last reviewed its SDF in May 2009. In 2012 the Makhathini SDF which combines both Jozini and Umhlabuyalingana municipality was reviewed. Jozini SDF is currently under review.

PURPOSE OF THE SDF

The primary purpose of an SDF is to represent the spatial development goals of the Jozini municipality that result from an integrated consideration and sifting of the spatial implications of different sectoral issues. The SDF contains four main components:

- Guidelines for land use and development;
- Guidelines for land use management;
- A capital expenditure framework showing where the municipality intends spending its capital budget; and a strategic environmental assessment.

The timing of the process of compiling an SDF must correspond with that of the IDP. Each of the above mentioned components of the SDF must guide and inform the following:

- Direction of growth
- Major movement routes
- Special development areas for targeted management to redress past imbalances
- Conservation of the natural and built environment
- Areas in which the intensity of land development could either be increased or decreased
- Areas in which particular types of land use should be encouraged and others discouraged

The Jozini Municipality in partnership with District and other neighboring Local municipalities are in a good position to implement this idea as the Spatial Development Framework plays a most direct role in influencing spatial planning, land use management, and local development processes and outcomes.

The Spatial Development Framework should give effect to the vision, goals and strategies of the IDP.

The main of Spatial Development Framework as defined in the guidelines of the Department of Traditional and Local Government Affairs are:

- To promote sustainable functional and integrated settlement patterns in order to:
 - Discourage low density urban sprawl;
 - General social and economic opportunities for people; and
 - Promote ease accessibility to those opportunities.
- Maximize resource efficiency, e.g.
 - Ensuring the protection of the available environmental resources within the municipality; and
 - Protecting productive land for agricultural purposes.
- Enhance regional identity and unique character of places.
- Ensure conformance with the neighboring district, local and provincial development frameworks.

REGIONAL CONTEXT

Jozini Municipality is located in Northern KwaZulu Natal and borders Swaziland and Mozambique. Jozini Municipality falls within the Umkhanyakude District Municipality and covers an area of 3073.08 km². This equates to approximately 32% of the area of the district. The Lebombo Mountains and Makhatini Flats provide a diverse and beautiful terrain rich in local resources including water features and even fossil sites. The name Jozini means place of spears and is attributes to the many spears found in the caves in the area that were used during ancient wars.

Jozini Municipality borders the following municipal areas as shown on the map at overleaf:

- Umhlabuyalingana Local Municipality to the East
- Hlabisa and the Big 5 False Bay Local Municipalities to the South
- Portions of the Greater St Lucia Wetland Park to the South
- The Uphongolo Local Municipality (Zululand District) to the West
- Mozambique to the North
- Swaziland to the West

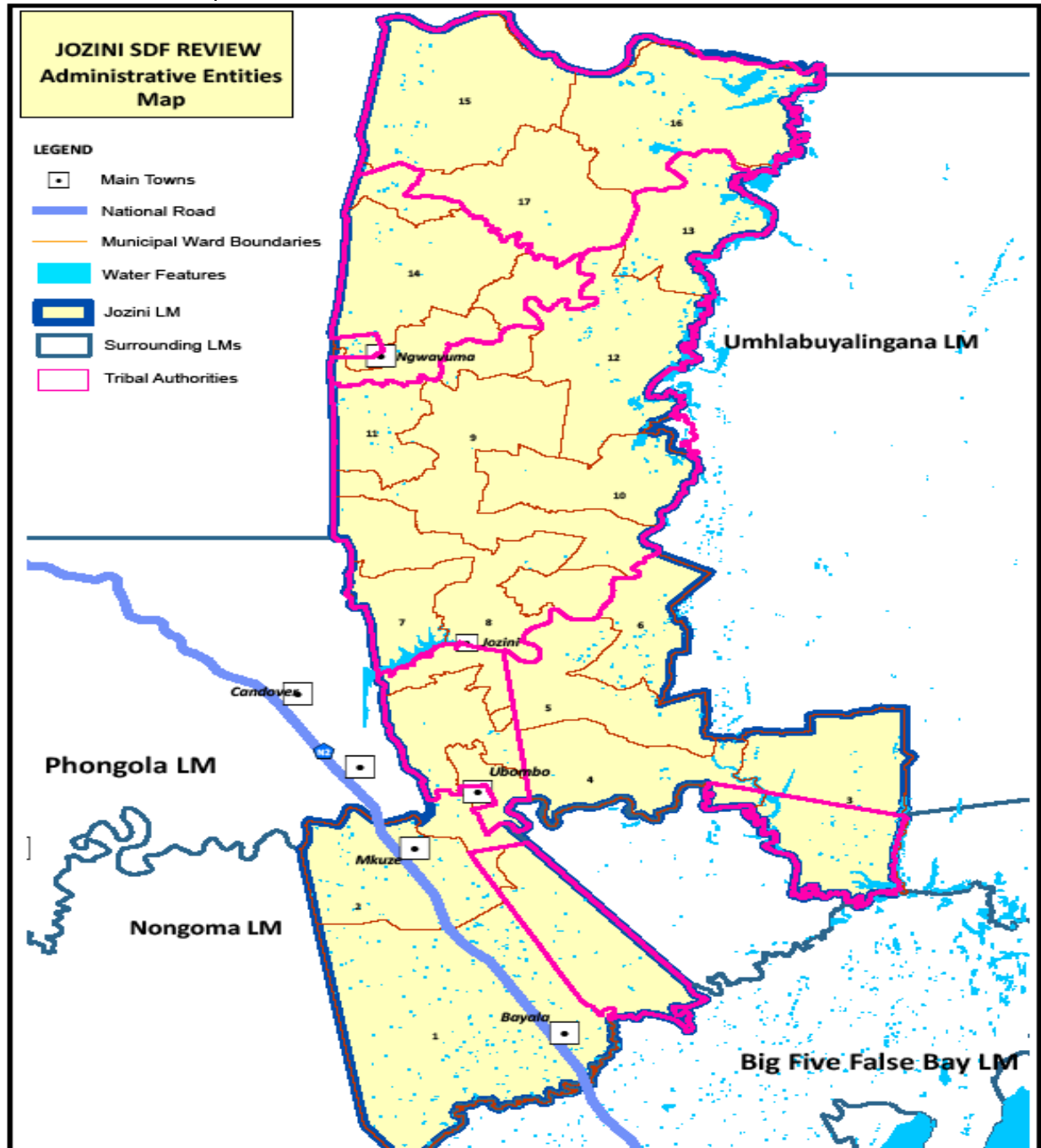
ADMINISTRATIVE ENTITIES

The Jozini Municipality has 20 municipal wards. The following is a list of Traditional Councils in the Jozini Municipality:

- Mathenjwa
- Mngomezulu
- Nyawo
- Myeni-Ntsinde
- Jobe

- Ngwenya

The Jozini Municipality also has a portion of State owned land within its area of jurisdiction as indicated on the map herewith.

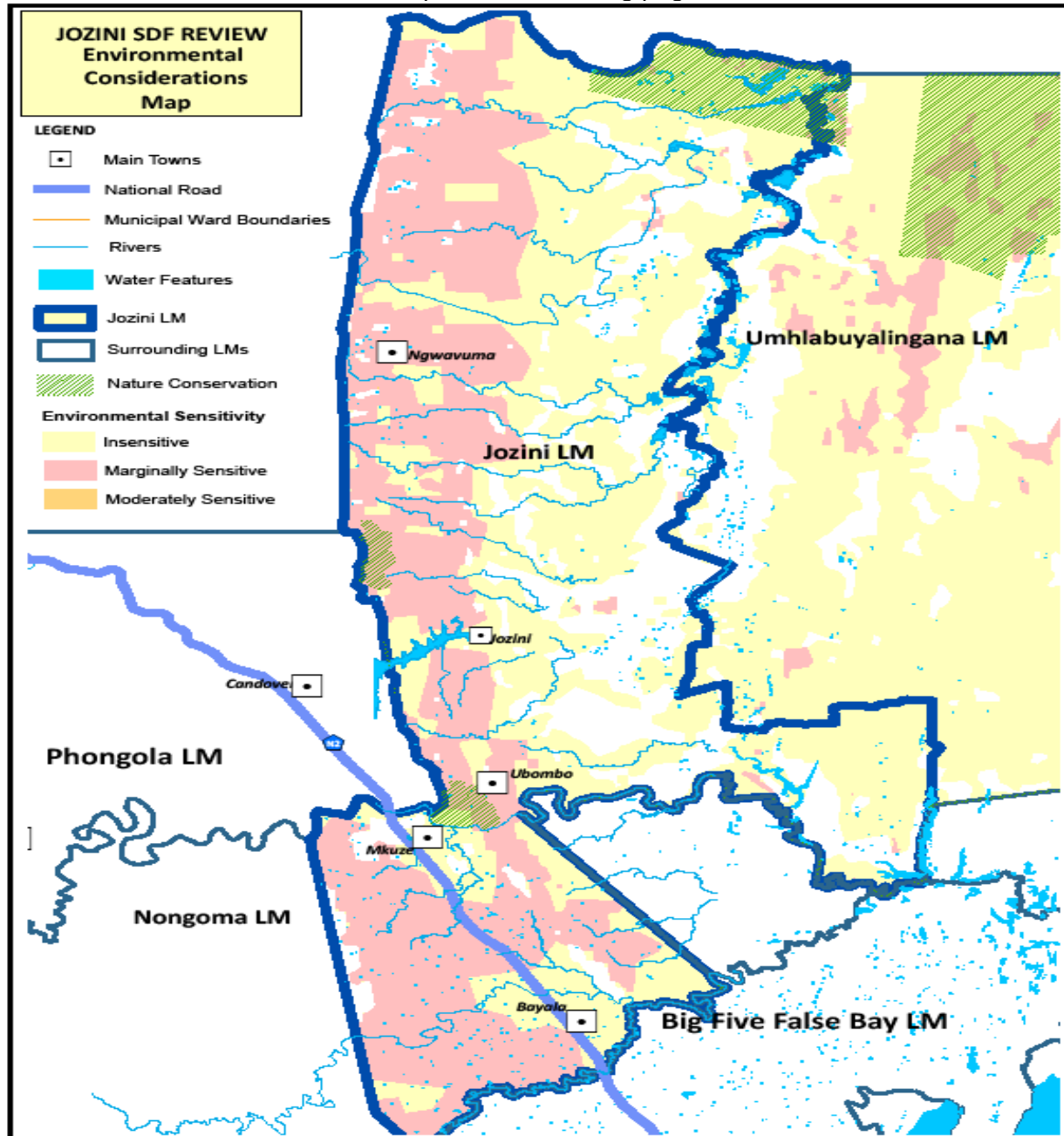


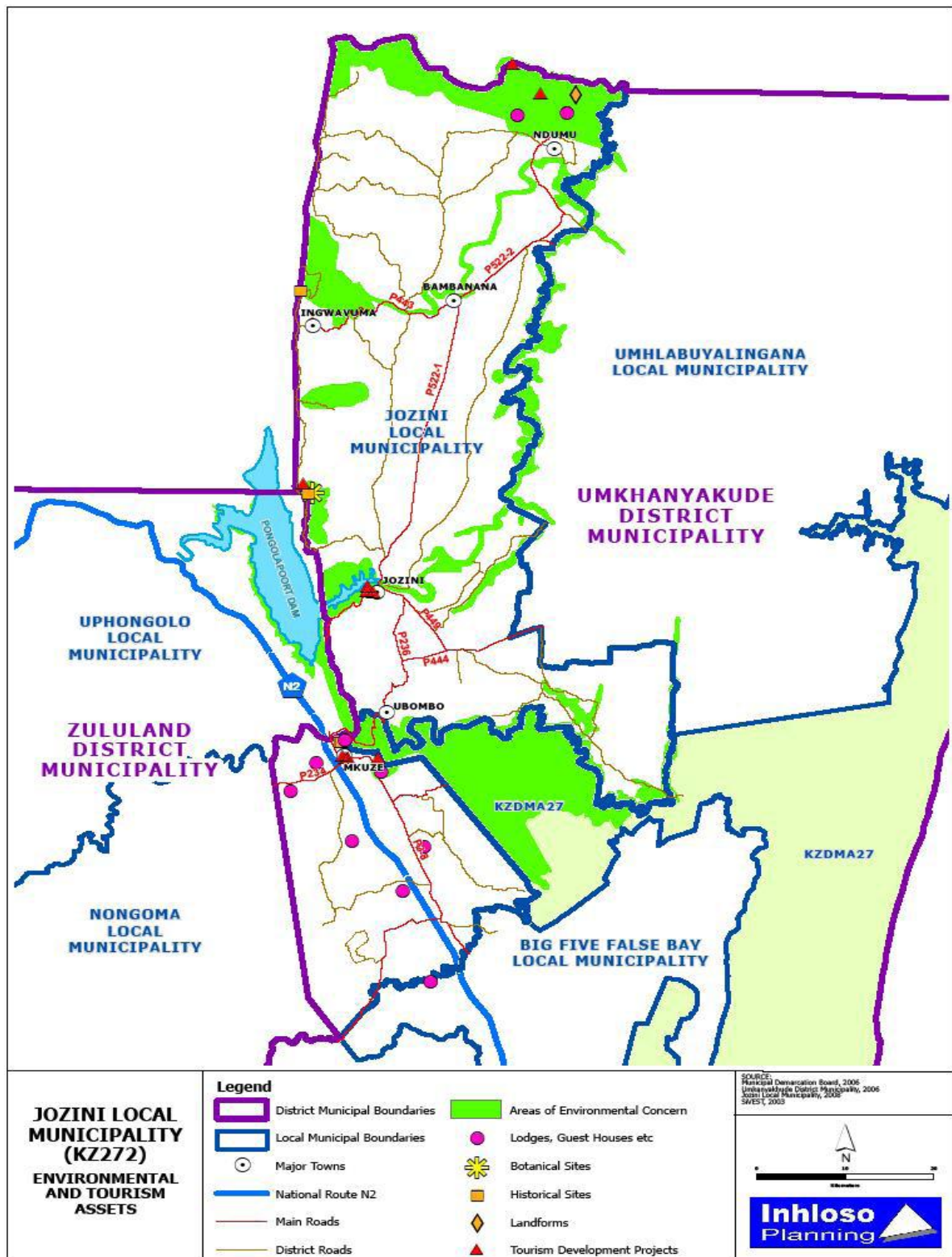
Apart from the Administrative entities listed above, the Jozini Municipal area also boasts a number of environmentally sensitive areas, i.e.:

- Game Farms
- Protected Environmentally Sensitive Areas

- Non-Protected Environmentally Sensitive Areas
- Ezemvelo Wildlife Protected Areas
- Areas of High Intrinsic Biodiversity Value

The location of the above are shown on the Environmental Considerations and the Environmental and Tourism Asset maps on the following pages.





EXISTING NODES AND CORRIDORS

Investment points (Nodes) are the existing and future growth points and centers of population concentration within the municipality. They form the bases for the allocation of funding and resources as well as the rollout of service delivery. It is crucial to build upon such investment points we also find a clustering of certain activities such as shops, schools, churches, community halls and clinics. The table below contains the hierarchy of investment points for Jozini:

Primary nodes	Secondary nodes	Tertiary nodes
Mkhuze Jozini	Ingwavuma Ubombo Bhambanana Ndumo	Ophansi Manyiseni Makwakwa Emabhanoyini

Mkhuze: is the economic hub of the municipal area and will remain the focus for future development. Mkhuze town is centrally located and it is served by major roads such as the N2 which links it with Hluhluwe, Mtubatuba, Richards Bay towns. There is an influx of major services such as offices, residential development and commercial uses has led to Mkhuze being the major investment node within the area of Jozini Municipality.

Jozini: is the second economic hub within the area of jurisdiction of the Jozini municipality, however the topographical constraints and land tenure issues have led to a loss of potential investors to other areas.

Rural Areas: rural areas are characterized by extensive commercial and subsistence farming, mainly crop production and cattle farming.

Movement Patterns and Routes

Investment Links are the activity spines of the municipality as well as they provide access to services and encourage economic development thereby improving the living conditions of local municipalities. Such spines link areas/destinations and carry varying volumes of traffic. In the Jozini context, the following hierarchy of investment links has been identified:

- National link (the N2)
- Primary Investment link
- Potential Primary Investment Link
- Secondary Investment Link
- Potential Secondary
- Tertiary Investment Link

The above links are all shown on the accompanying spatial development framework map.

Both the potential primary and secondary investment links should be noted. The former instance the link to Swaziland off the Bhambanana Ingwavuma road through the Cecil Mark Pass and secondly the route parallel and to the east of the N2. The potential secondary investment link between Ubombo and Jozini has been identified considering the route.

Umkhanyakude District New Corridor Names

- NORTH - SOUTH CORRIDOR (N-2)
(Richards Bay – Mtubatuba/Habisa – Hluhluwe – Mkhuze – Golela)
- CULTURAL HERITAGE CORRIDOR
HLABISA – NONGOMA (Gateway to the Kingdom)
- BORDER HERITAGE CORRIDOR
(Cecil Mack Pass – Ingwavuma – Bhambanani – Ngwanase – Kosi Bay)
- ZULU OCEAN CORRIDOR

(Richards Bay – St Lucia – Hluhluwe – Kosi Bay to Maputo)

- AILE OF KINGS HERITAGE CORRIDOR

(Liberation Route: Jozini/N2 Turnoff – Sikhhandane – Kwaliweni – Ingwavuma – Cecil Mack Pass)

- MAPUTALAND AEROTROPOLIS CORRIDOR

New City Corridor (Emabhanoyini)

BROAD LAND USES

The current land uses evident in the municipal area relate to the places people live, the manner in which they live as well as the manner in which they use the land. As such, the following broad, and related, land uses are evident in the Jozini municipal area.

- Wetlands and waterbodies associated with the Pongola River and its course in a northerly direction towards Mozambique as well as the Mkuze River along the southern boundary of the municipality.
- Some, although rather limited, unimproved grassland and barren rock.
- Forests and Woodlands are located along the ridge of the Lubombo Mountains as well as along the Mkuze River.
- The distribution of cultivated land in the municipality is limited.
- Some areas of the municipality are degraded land.

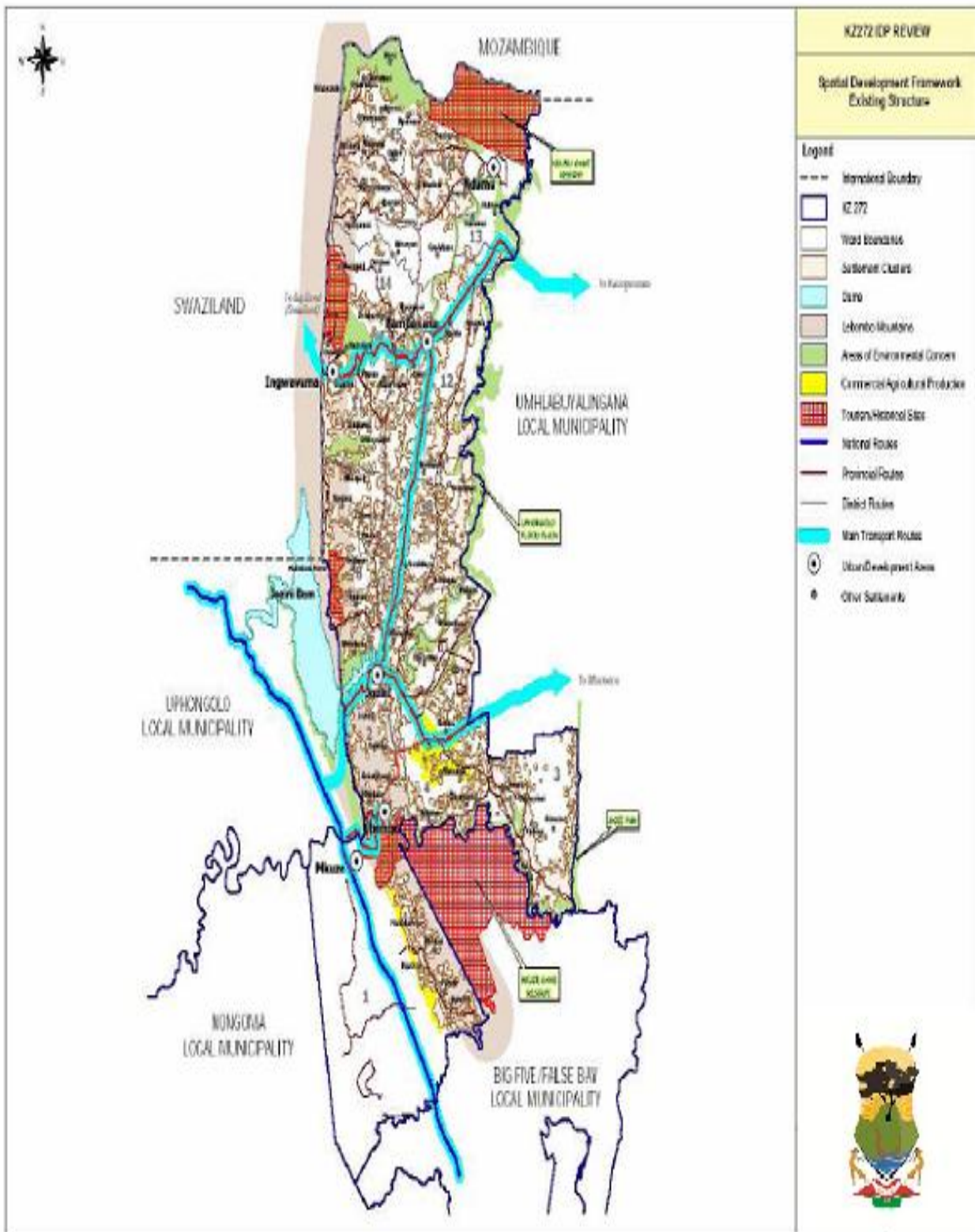
A map indicating the distribution of the above mentioned land uses in the Jozini Local

EXISTING SPATIAL STRUCTURES OF JOZINI

The existing spatial structures of Jozini Municipal are defined by a number of elements. These elements are classified as follows:

- There are areas of conservation and environmental interest within the Jozini areas and those areas are: Ndumo game reserve and the Pongola floodplain.
- Structuring elements of the area include the Lebombo Mountain Range, Jozini Dam, Ingwavuma, Pongola and Mkuze rivers as well as the two hospitals within the area, Bethesda hospital at Ubombo and Mosvold hospital at Ingwavuma. These elements present both opportunities and problems to the development of the municipal area in terms of tourism attractions and the provision of infrastructure and services.
- The inherent potential of the municipality includes areas of high agricultural potential and a number of tourism/ historical sites, such as the Makhathini Flats, Mkhuze Farms, Dingane's Grave, Border Cave and the Usuthu Gorge.
- Jozini location provides for a number of Tran frontiers the opportunities, as mooted in the Lebombo SDI, along the international borders of Swaziland and Mozambique, the Cecil Mack Pass etc.
- There are a number of urban areas (nodes) as well as a population settlement pattern.
- Some areas within the Jozini municipality have limited potential, both in terms of access to clean water and sanitation and conservation areas and good soils. In such areas, survival strategies, including improved methods of subsistence agriculture should be pursued. **See below showing existing spatial structures**

Existing Spatial Structures



AREAS OF ENVIRONMENTAL INTEREST

There are a number of environmental sensitive areas (both protected and unprotected) in the Jozini Local Municipality. They include game farms located in ward 1, areas along the Lebombo Mountains, the Pongola river floodplain, Ndumo game reserve as well as Hlathikhulu Forest and the Usuthu George.

The above links are all shown on the accompanying spatial development framework map.

Both the potential primary and secondary investment links should be noted. The former instance the link to Swaziland off the Bhambanana Ingwavuma road through the Cecil Mark Pass and secondly the route parallel and to the east of the N2. The potential secondary investment link between Ubombo and Jozini has been identified considering the route.

OPPORTUNITY AREAS

The implementation of the Jozini IDP or other location advantages may result in the evolution of development nodes at certain locality in future. Such areas need to be identified as opportunity areas as part of the IDP. They are:

- Proposed agricultural processing of cotton at Nondabuya
- The Msiyane Hall area at the entrance to the tertiary investment link providing access to Hlathikhulu Forest tourism development
- Msiyane Community Healthcare Centre
- Ndumo School of Excellence
- Bhambanana Town Formalisation
- Uhlaza Village
- KwaNyawo area (Master Plan)
- Makhathini flats agricultural processing (proposed LRAD project)
- Hlathikhulu Forest investment by DEAT
- Border Cave/Usuthu Gorge
- Ghost Mountain
- Cecil Mark Pass

INTERVENTION AREAS

A number of areas in the Jozini Municipality are significant as areas of **restoration and rehabilitation** on the basis of their economic potential and environmental sensitivity, i.e. the cultural tourism attractions of Dingane's Grave, Border Cave and the Ghost Mountains. It is further a known fact that the land with some of the highest agricultural potential is the Pongola Flood Plain and, as such, this area needs to be managed and developed in a manner that ensures its preservation. Given the above, this natural economic base, agricultural and environmental attractions, needs to be protected to ensure its survival and future contribution to the economic development of the area.

Some areas within the Jozini municipality are prone to **natural disasters** and need to be adopted and enforced to lessen the impact such as natural disasters.

Furthermore, some areas within Jozini have **limited agricultural and environmental potential** lands are relatively isolated. Special measures need to be introduced in such, i.e. improved methods of subsistence agriculture.

THE MAKHATHINI INTEGRATED MASTER DEVELOPMENT PLAN

The Makhathini Integrated Master Development Plan is a plan focusing on the development of two local Municipalities i.e. Jozini and Umhlabuyalingana municipalities in the District of Umkhanyakude. The plan was developed on the instruction of the MEC oversight Committee for the Lebombo SDI and Economic Cabinet Cluster. The plan aims to integrate all government activities and develop the two main economic driving sectors in the area, i.e. agriculture and tourism. The planning process will ensure that an integrated plan is developed for the spatial planning of the area which is consistent and part of the IDPs of the two municipalities concerned. This is a multi-billion rand project both private and public sector will invest in agriculture and tourism. There is also a component of infrastructure development attached to the project.

The project is in line with rural development initiatives. A steering committee to oversee the entire planning process for the project has now been established. Umkhanyakude District Municipality has been requested to host all steering committee meetings for the project. The District is also the co-chair of such meetings with the Department of Agriculture Environment and Rural Development.

The fact that this is the area has a subtropical climate and water available for the irrigation of around 10000 ha from the Jozini Dam is well known. This means that crops can normally only be grown during the rainy season in the summer rainfall areas of South Africa, can be grown throughout the year on the Makhathini Flats under irrigation. A further benefit is that some crops grown on this area can reach the market 3 to 4 weeks before those grown in other areas of South Africa because of the favorable heat units of the area.

Extensive research has been done over many years on the irrigable areas. What is not well done, is the fact that this subtropical area of KwaZulu/Natal is not just limited to this irrigable area of around 10 000 to 13 000ha. The total area of what is generally known as Makhathini (Jozini and Umhlabuyalingana Local Municipalities) totals over 450 000ha, which a recent study has shown to include just over 407 000ha of grazing area and possible area of around 33 000ha on which appropriate crops can be produced in the summer.

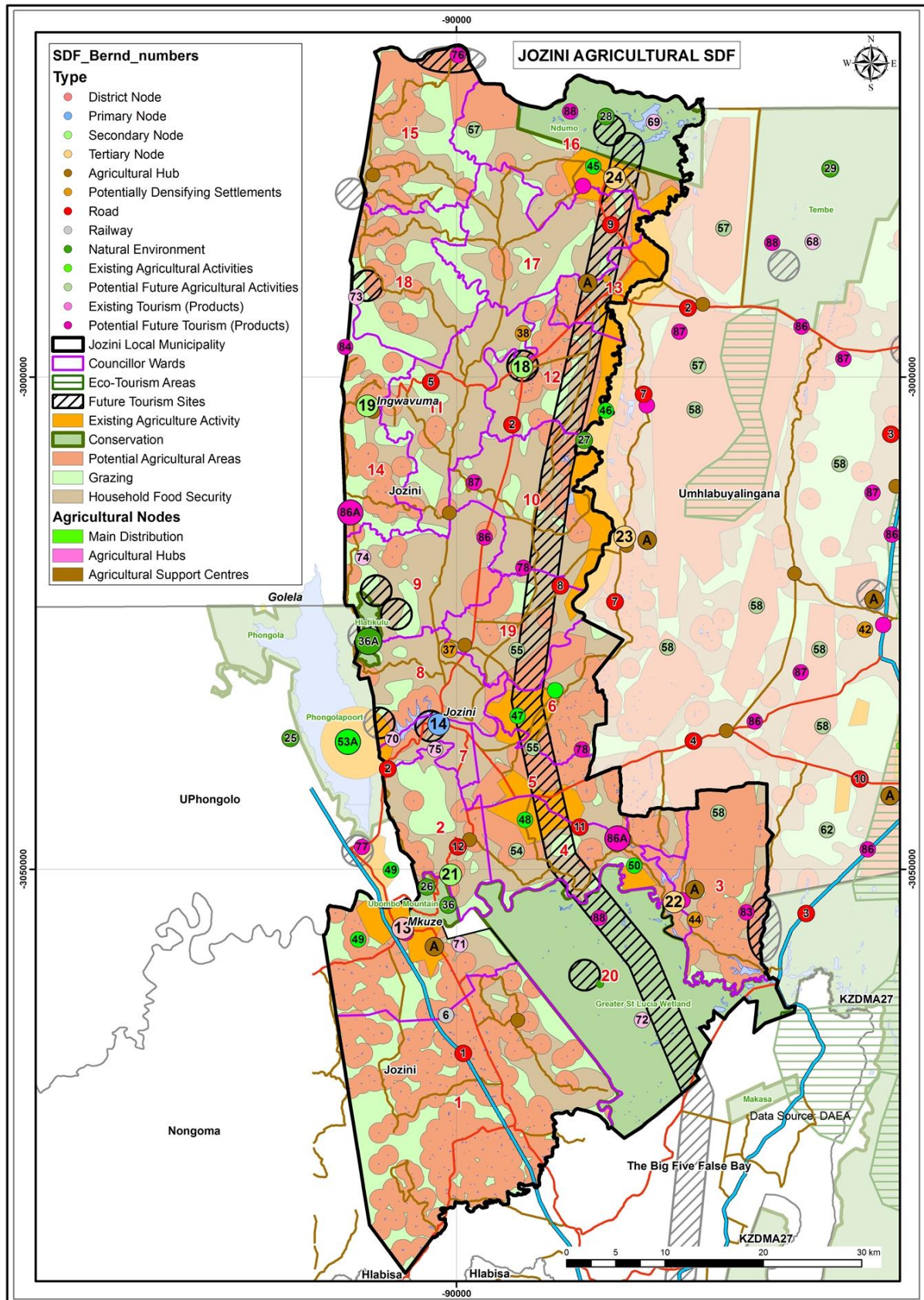
To unlock the economic potential of the area on a sustainable basis (economical, environmental and social) with agriculture and tourism being the main drivers of the economy of the area, will require an integrated and coordinated effort by all stakeholders. These include the appropriate provincial, national and local government departments and organizations responsible for agriculture, environment, conservation, land, water, electricity, traditional affairs, roads, education, health, housing, economic development, etc.

The process must form part of the existing institutional structures for integrated governance in the province. The Provincial Spatial Economic Development Strategy (PSEDS) is such a coordinating institutional structure and it is proposed that the Makhathini Integrated Development Steering Committee will form a sub-committee of Maputo Corridor Sub-committee of the PSEDS.

The Makhathini Integrated Development plan will furthermore form part of the UMkhanyakude District and Jozini and Umhlabuyalingana Municipalities' IDPs and this is already happening as

information is currently being reflected accordingly. The final result of the integrated planning and implementation of the Makhathini Plan is:

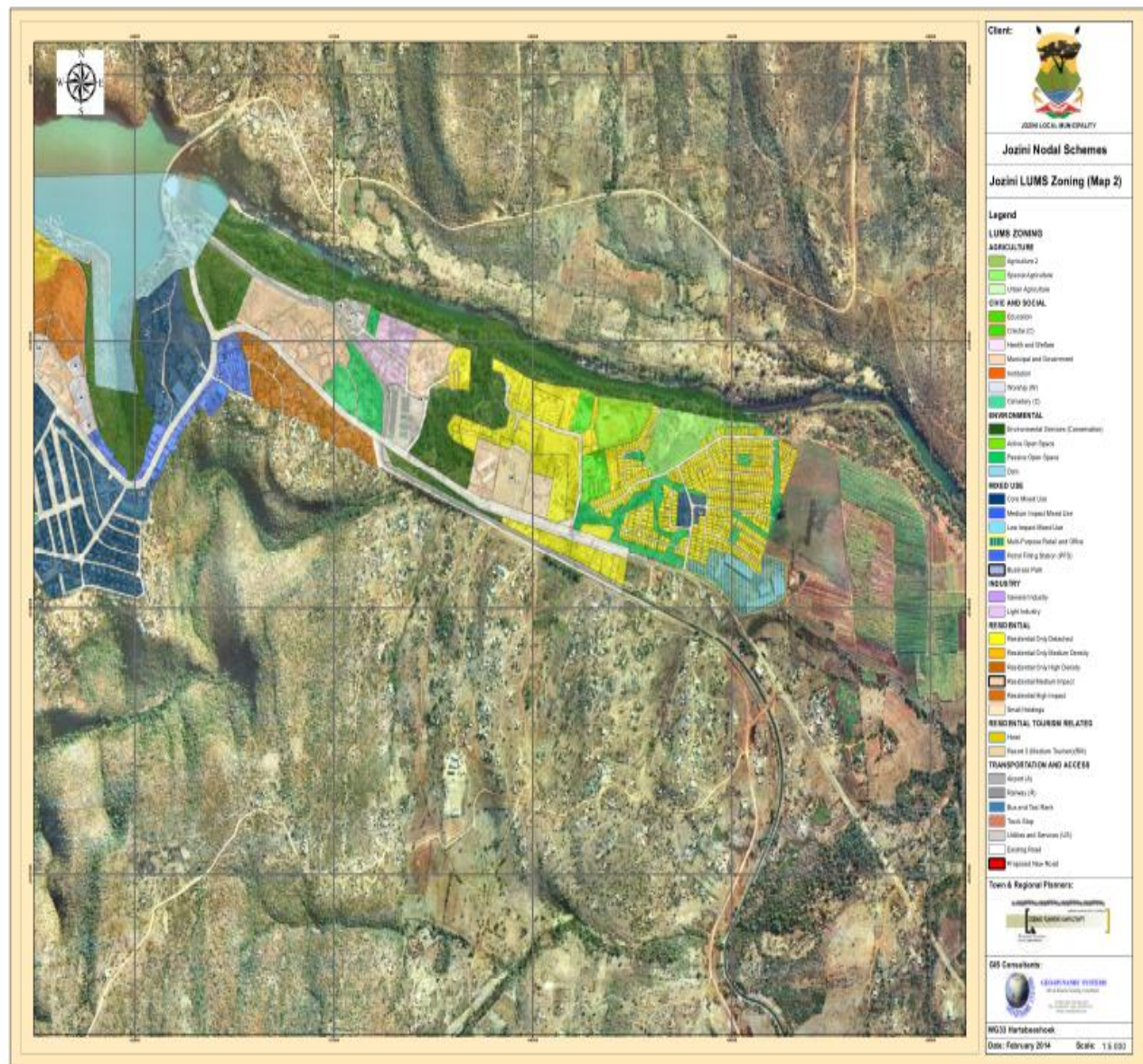
- The optimal and sustainable use of the agricultural and tourism potential of the District areas of Umhlabuyalingana and Jozini;
- Agricultural development; and
- The development of adequate support infrastructure.



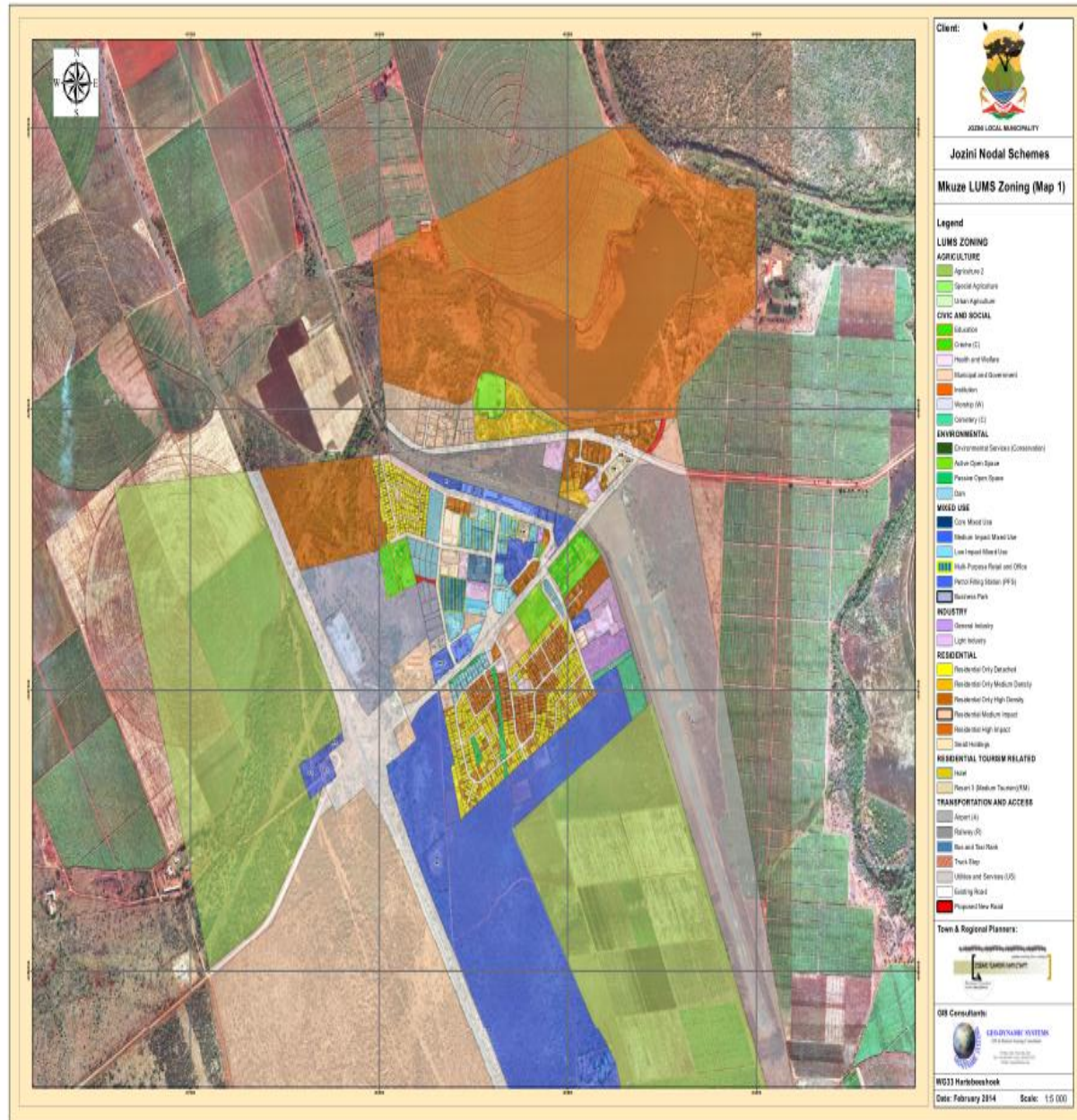
TOWN PLANNING SCHEME

Jozini municipality was in the last financial year funded by CoGTA to start a process of developing a town planning scheme for all six node namely: Jozini, Mkhuze, Ubombo, Ingwavuma, Ndumo and Bhambanana. Draft schemes have been developed with the assistance of COGTA. The municipality is now anticipating to make budget provisions the completion of these.

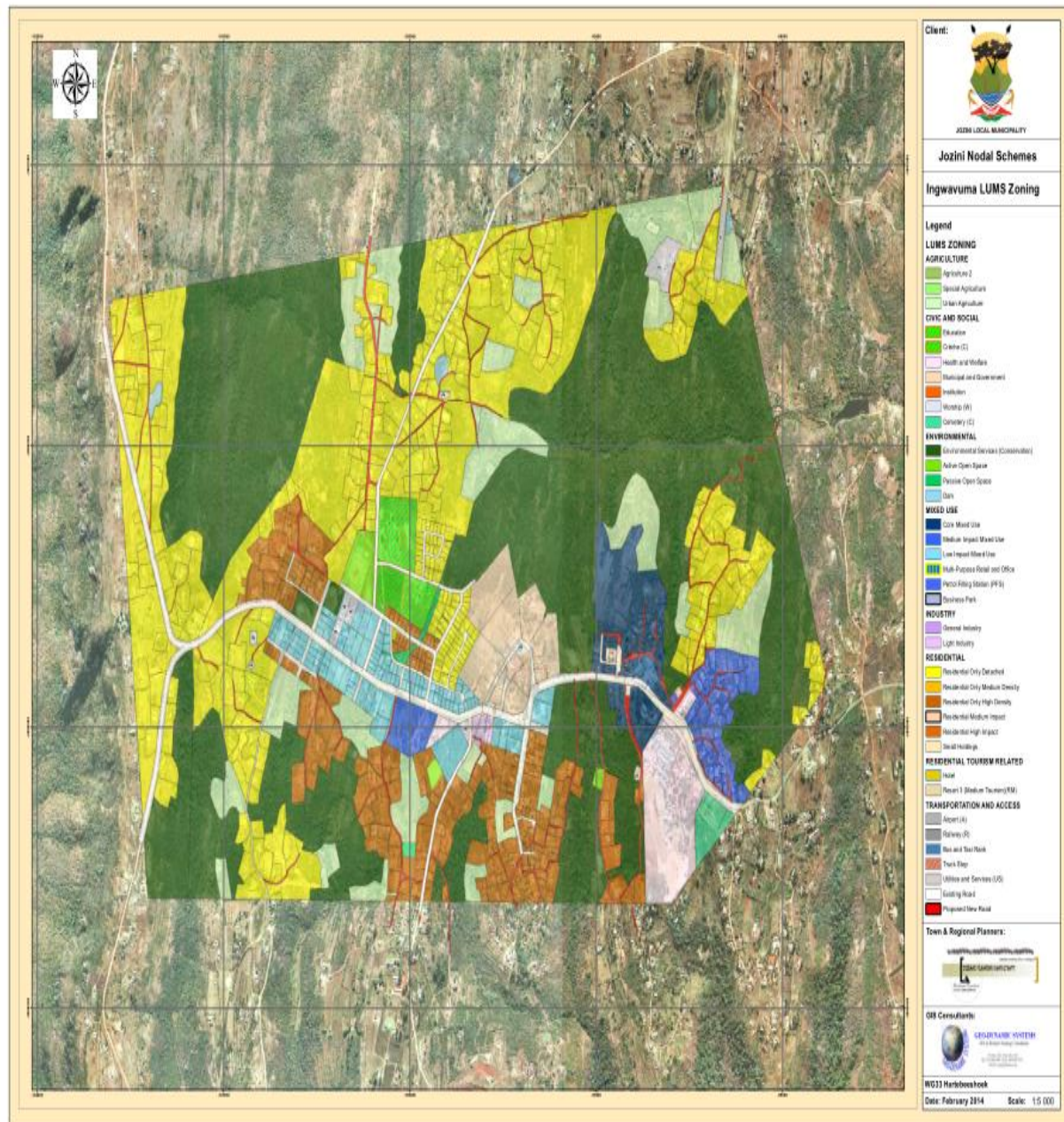
Jozini draft scheme



Mkhuze draft scheme

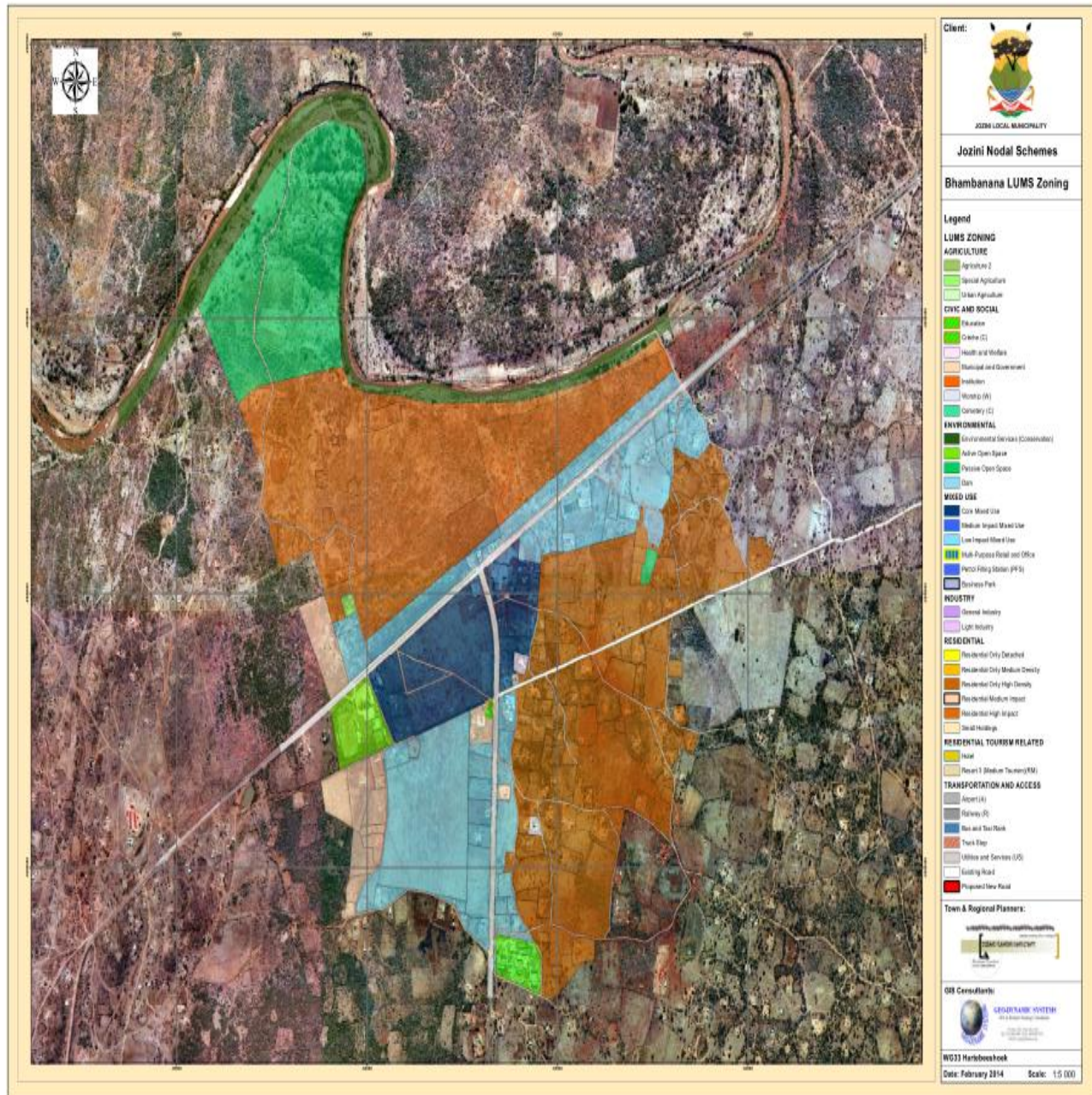


Ingwavuma draft scheme



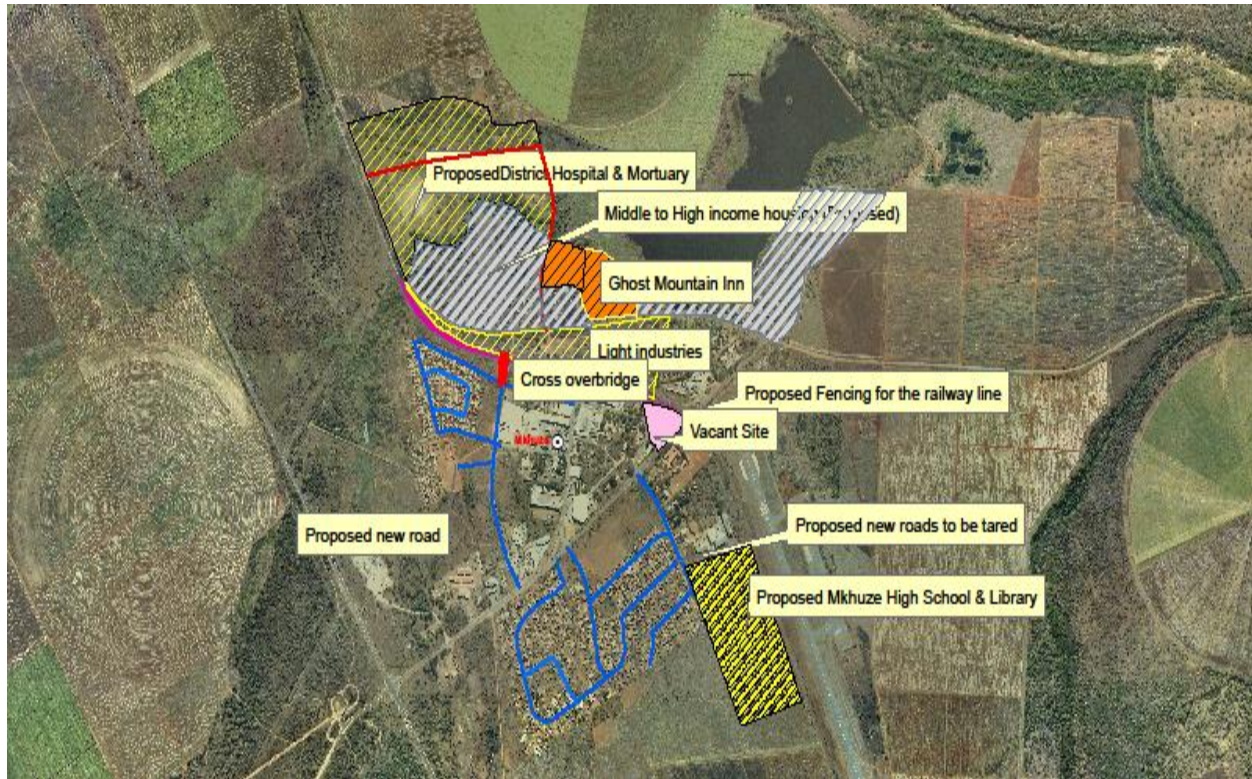
Ubombo draft scheme

Bhambanana draft scheme



Ndumo draft scheme

MKHUZE PROPOSED DEVELOPMENT





NDUMO MASTER PLAN

The Honourable Premier of KwaZulu Natal, Dr Zweli Mkize, earmarked Ndumo Town and surrounds for the development of a high quality secondary high school with boarding facilities. The initiative was motivated by the high number of orphan children in KwaZulu Natal Province and specifically in Ndumo Town. The initiative by the Premier has been branded the “Ndumo Learners Support Centre Programme” and was included in the State of the Province address in February 2012. The programme’s main aim is to provide high quality education supplementary programmes to high school learners.

The initiative of the Premier has inspired other Sector Departments in KwaZulu Natal to fund complimentary projects and initiatives in Ndumo Town and surrounds. The projects initiated were amongst others the upgrading of the clinic and the undertaking to build a library in the area. A challenge that was experienced was that some of the proposed projects could not be implemented, due to the lack of a Master Plan for the area. Emanating from the above a proposal was made to compile a Master Plan for Ndumo Town and surrounds which is to encapsulate all the proposed projects.

Population

The population of the Ndumo area and surrounds (20 kilometre radius) is provided in the table below.

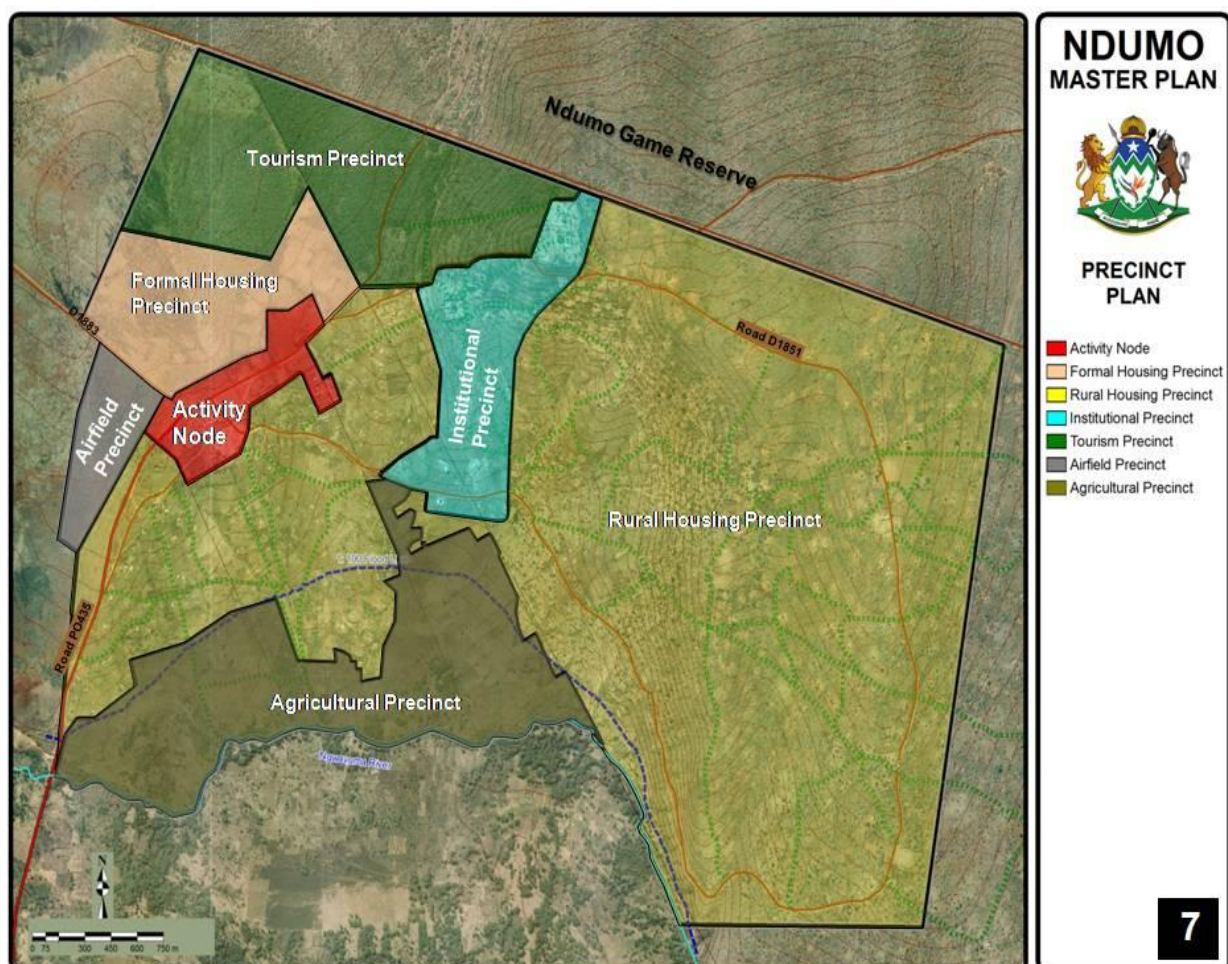
Population Size of Study Area

Sub-Place	People	Households	% of Households	Household Size
Ndumo Game Reserve SP	5	7	0.1%	0.66
Tembe SP	434	89	1.0%	4.90
EMbangweni	963	179	2.1%	5.37
KwaMzimba	2925	528	6.2%	5.53
Kwa-Ndaba	3054	503	5.9%	6.07
KwaZamaZama	826	144	1.7%	5.72
Lulwane	4688	834	9.9%	5.62
Mengu	960	155	1.8%	6.18
Mpophomeni	1125	220	2.6%	5.12
Tembe Elephant Reserve SP	46	45	0.5%	1.04
Bomvini	1079	213	2.5%	5.06
Impala	5413	926	10.9%	5.85
Khume	669	96	1.1%	6.95
Kwa-Mbane	1280	268	3.2%	4.77
Mbadleni	2761	514	6.1%	5.37
Mkhanyeni	851	169	2.0%	5.05
Mpolimpoli	1000	154	1.8%	6.49
Ndumo	6779	1505	17.8%	4.51
Phosheni	959	165	1.9%	5.81
Ndumo Game Reserve SP	83	52	0.6%	1.61
Mahlabeni	1483	291	3.4%	5.09
Makhane	5648	987	11.7%	5.72

Mbodla	3749	694	8.2%	5.40
Msizini	2160	390	4.6%	5.54
Shemula	2252	439	5.2%	5.13
Shemula Gata	2854	543	6.4%	5.26
Tembe SP	399	81	1.0%	4.90
Total 2012	54 446	10 192	100%	5.3

The Master Plan and Strategy will aim to put into effect the identified objectives and the vision for Ndumo and surrounds. In broad the proposal is to have the site developed into 5 functional precincts and an activity node. Those precincts are:

- Tourism Precinct
- Formal Housing Precinct
- Airfield Precinct
- Institutional Precinct
- Activity Node upgrade
- Rural Housing Precinct
- Agricultural Precinct



Projects and Implementation Framework

The tables below provide a summary of the projects identified in Ndumo. The first table lists the 2 projects initiated by the Honourable Premier of KwaZulu Natal, Dr Zweli Mkhize, while the second table is a list of projects emanating from the Master Plan and includes proposed projects from various provincial departments.

Priority Projects – Premier

<ul style="list-style-type: none"> Combining Mthanti Com/Tech with Ndumo Secondary to create a combined high school
<ul style="list-style-type: none"> Development of Boarding Facilities

Projects for the Ndumo Area and surrounds

• Upgrade Clinic
• Upgrade Thelamama Primary School
• Upgrade St Phillips Primary School
• Upgrade Maphindela Primary School
• Develop ECD Centre
• Establish Isibindi Training Centre
• Development of alternative housing typologies
• Development of Cluster Homes (Orphan Village)
• Establish of Co-operatives to manage and develop community food gardens
• Support existing farmers to supply food to the Schools Feeding Programmes for payment
• Revive existing Food Garden at Clinic
• Develop a Food Garden at combined high school site
• Establish Tourist overnight facility at Ndumo Game Reserve Entrance
• Establish craft market at Ndumo Game Reserve Entrance
• Upgrade existing Community Sports field adjacent to D1581 Road
• Upgrade existing Sports Field next to Ndumo Secondary School with combi-courts
• Develop new public library
• Develop Cultural Development Centre
• Upgrade Road D1851
• Develop LED Strategy
• Develop Tourism Development Projects
• Construct formal Informal Trade Structures in commercial node
• Upgrade Airfield to be able to accommodate smart commercial aircraft
• Undertake E.I.A and Geotechnical study to determine most suitable site for Refuse Site
• Undertake E.I.A and Geotechnical study to determine most suitable site for Cemetery Site
• Construct link road and bridge across Pongola River
• Installation of bulk and link water services
• Installation of bulk and link sanitation services
• Storm water management in the area
• Develop market Strategy for Ndumo Game Reserve and surrounds

The table below lists the proposed projects to be implemented as highest priority in the Ndumo Area and surrounds. They have been identified as potentially having the greatest impact, and thus being a catalyst for development within the study area.

Priority projects for Implementation

<ul style="list-style-type: none"> Construction of the combined school of Mthanti Com/Tech and Ndumo Secondary
<ul style="list-style-type: none"> Upgrade Road R 1851

• Installation of bulk and link water services
• Installation of bulk and link sanitation services
• Implementation of LED initiatives
• Upgrade of Clinic
• Construct link road and bridge across Pongola River
• Develop market Strategy for Ndumo Game Reserve and surrounds

Critical Success Factors

The Ndumo Area does not consist of adequate service and the biggest challenge is the provision of water. The Umkhanyakude District Municipality Water, Sanitation, Electricity, Road and Maintenance Backlog Eradication Plan November 2011 have been drafted and the Ndumo area has been included in the plan to receive bulk water infrastructure. It is of the highest importance that the water line for the area be installed to unlock the whole potential of the area. The Ndumo Game Reserve holds the potential to attract outside investment and provide exposure to the community. The Reserve is however not marketed adequately thus limiting the potential of the greater area.

5.2. IMPLEMENTATION PLAN

PROJECT	WARD	SOURCE OF FUNDING	2014/15	2015/16	2016/17
Jozini town hall	7	MIG			
Jozini municipal offices	7	MIG			
Ingwavuma taxi rank and stormwater drainage	14	MIG	R5 500 000.00	R5 500 000.00	R7 700 000.00
Bhambanana rank	12	MIG	R3 500 000.00	R2 309 811.00	
Mkuze small town rehabilitation	20	COGTA (small town)			
Mkhuze landfill site	20	MIG	R5 000 000.00	R6 000 000.00	R5 000 000.00
Jozini Bus and taxi rank	7	COGTA(small town)			
Jozini town bypass road	7	COGTA (small town)			
Ntshoqweni pedestrian bridge	19	MIG	R2 059 825.00		
Ezulwini hall	13	MIG	R500 000.00		
Hlalanathi hall	5	MIG	R500 000.00		
KwaJobe Youth centre	3	MIG	R2 000 000.00	R2 000 000.00	
KwaJona community hall	11	MIG	R2 500 000.00	R2 500 000.00	
Gujini community hall	4	MIG	R2 500 000.00	R2 500 000.00	
Kwadinabanye hall	18	MIG	R2 500 000.00	R2 500 000.00	
Ndabeni sportsfield	15	MIG	R2 000 000.00	R1 500 000.00	
Mahlabeni hall	17	MIG	R2 500 000.00	R2 500 000.00	
Othobothini hall	8	MIG	R2 000 000.00	R2 000 000.00	
Ingwavuma electrification	11 & 14	DOE			
Ntsinde electrification	2 & 7	DOE			
Mamfene electrification	4	ESKOM			
Ophondweni electrification	9	ESKOM			
Zineshe electrification	3	DoE	R6 000 000.00		
Emthombothi electrification	12	Internal		R4 000 000.00	
Enkungwini electrification	18	Internal		R4 000 000.00	
Ingwavuma phase 2 electrification	11 & 14	Internal		R4 000 000.00	

Ward 15 electrification	15	Internal		R4 000 000.00	
KwaJobe Community Water Supply Scheme (Ntshongwe/Malobeni)			R44 558 289.00	R15 000 000.00	
Mkhuze WTW Upgrade and refurbishment				R25 200 000.00	
Shemula Water Supply Scheme - Upgrade (AFA) MIS 225303				R15 000 000.00	
Ingwavuma VIP Sanitation Project			R9 000 000.00	R10 625 000.00	
Thembaletu Sanitation Project			R9 843 230.60	R5 736 073.00	
Jozini Regional CWSS				R30 000 000.00	
Disaster Management Centre				R1 750 000.00	
Construction of Paediatric ward at Bethesda Hospital	2	Health			
Construction of Gateway Clinic at Bethesda Hospital	2	Health			
Makhathini clinic renovations		Health			
Construction of Gateway clinic at Mosvold Hospital	14	Health			
Ndumo Clinic Upgrade	16	Health			
Jozini Community health Care Centre	8	Health			
Iqandalasengwavuma (Installation of irrigation system and broiler house)	14	Agriculture			
Tshaneni (Installation of irrigation system and broiler house)	20	Agriculture			
Hlanganani	19	Agriculture			
Sikhethokuhle (Installation of irrigation system)	19	Agriculture			
Kubambezengelayo (Installation of irrigation system)	6	Agriculture			
Gugulethu (Installation of irrigation system)	6	Agriculture			
Thandanani (Installation of irrigation system)	6	Agriculture			
Bambanani (Installation of irrigation	6	Agriculture			

system)					
Zenzele (Installation of irrigation system)	5	Agriculture			
Makhonyeni Farmers (Installation of irrigation system)	5	Agriculture			
Thuluzobona (Installation of irrigation system)	5	Agriculture			
Siphokuhle (Installation of irrigation system)	5	Agriculture			
Thembaletu (Installation of irrigation system)	6	Agriculture			
Sakhisizwe Co-op (Construction of Poultry houses and fencing)	6	Agriculture			
Nhlangano Farmers (fencing of site)	3	Agriculture			
Sothembele Youth Co-op (Installation of irrigation system and fencing)	4	Agriculture			
Izineshe Farmers (Installation of irrigation system and fencing)	3	Agriculture			
Namaneni (Fencing and irrigation)	13	Agriculture			
Siyayatha (Fencing and irrigation)	17	Agriculture			
Funa Co-op (Fencing and irrigation)	17	Agriculture			
Sondllisizwe (Fencing and irrigation)	16	Agriculture			
Masibonisane (irrigation)	15	Agriculture			
Nonjinikazi (Fencing and irrigation)	11	Agriculture			
Ingwavuma/ Bhambanana abattoir	12	Agriculture			
Nyathini new gravel road	18	Transport			
Empakeni new gravel road	11	Transport			
Maphaya new gravel road	7	Transport			
Mkhonjeni causeway	2	Transport			
A1200 (D2210) Betterment and regravelling	9	Transport			
D1851 Betterment and regravelling	15	Transport			
P450 Betterment and regravelling	1	Transport			
D1884 Betterment and regravelling	15	Transport			
John Betterment and regravelling	9	Transport			
Mphandeni Betterment and	15	Transport			

regravelling					
D1836 Betterment and regravelling	8	Transport			
D2270 Betterment and regravelling	8	Transport			
P236 Betterment and regravelling	2, 4, 7	Transport			
D240 Betterment and regravelling	1, 20	Transport			
D1887 Betterment and regravelling	1, 20	Transport			
Empakeni road	11	Transport	R5 200 000.00		
Maphaya road	2	Transport			
Maphaya causeway	7	Transport			
Border Cave road	18	Transport			
Makhonyeni school access	7	Transport			
Bhekumkhonto school access	1	Transport			
D850 Regravelling	9,10,17	Transport	R16 500 000.00		
D1837 Regravelling	8,9,11	Transport			
D1884 Regravelling	15	Transport			
D1841 Regravelling	16	Transport			
D1921 Regravelling	1	Transport			
P2/8 Regravelling	4	Transport			
D1823 Regravelling	2	Transport			
D2038 Regravelling	10	Transport			
D2034 Regravelling	16	Transport			
D1883 Regravelling	16,17	Transport			
D1887 Regravelling	1	Transport			
Ndumo CRU's	15	Human Settlements		R7 000 000.00	
KwaJobe Rural Housing	3 & 4			R34 925 000.00	
Jozini CRU's	7				
Mkhuze CRU's	20				
Ndumo Rural Housing	15 & 16			R1 313 000.00	
Jozini ward 5 housing	5			R80 000.00	
Siqakatha Housing project					
Ndumo library	16	Arts and Culture			
Ndumo model school	16	Public works			
Ingwavuma Library	14	Arts and Culture			
Manyiseni Library	15	Arts and Culture			
Mkhuze access roads upgrade		COGTA, DSD,			

		DED			
Mkhuze market stalls		COGTA			
Umnothophansi Maize massification		COGTA, DED			
Mozi PAN Adventures	3	National Department of tourism			
Makhathini Sugar Cane phase 1	5&6	DEDT			
Makhathini Sugar Cane phase 2	5&6	DEDT			
Ngwenya community centre	1	COGTA			

6.1 FINANCIAL PLAN

6.1.1. PURPOSE

The purpose of this section is to outline the comprehensive multi-year financial plan that will ensure long-term financial sustainability for the municipality.

- ✚ A multi-year financial plan is essential to ensure that the municipality continues to implement its mandate effectively without impairing its capital base. It will also enable the municipality to move towards self-sufficiency in meeting the growing demands of service delivery.
- ✚ The focus here is to outline the role forecasting as a critical tool of local government finance and to provide guidelines to strengthen local public finances in improving the financial management. In particular, proper financial management must: adequately control the total level of revenue and expenditure, appropriately allocate public resources among functional areas and programs, and, ensure that departments operate as efficiently as possible. This Plan is prepared in terms of section 26(h) of the Local Government Municipal Systems Act, as amended, which stipulates that municipalities must prepare a financial plan as part of their Integrated Development Plan. The three-year Financial Plan includes an operating Budget and Capital budget, informed by the IDP priorities. It takes into account the key performance areas of the IDP. All programmes contained in the budget are reflected in the IDP. The key benefit of financial planning and budgeting is that it gives stakeholders the opportunity to stand back and review their organizational performance and the factors affecting operational requirements.

These can include:

- ✚ Greater ability to make continuous improvements and anticipate problems
- ✚ Sound financial information on which to base decisions
- ✚ Improved clarity and focus
- ✚ A greater confidence in your decision making
- ✚ In contrast with accounting records, which are retrospective, a financial planning or in simple terms budgeting is generally a projection of future revenues and expenditures. At a minimum, a financial plan is used to control financial transactions as well as a management and planning tool. Because local government provides services, forecasts are needed to plan for and control the receipt and expenditure of monies to meet these ends.

6.1.2. BACKGROUND

- ✚ A financial plan is prepared for a period of at least three years, however it is preferred that it should be for over a period of five or more years

- ✚ A multi-year financial plan is prepared to ensure financial sustainability of the municipality, paying particular attention to the municipality's infrastructure requirements.
- ✚ It is also an important component of the municipality's Integrated Development Plan.
- ✚ The multi-year financial plan will also ensure that the municipality has greater financial health and sustainability making it easier to collaborate on projects with other levels of government and various public and private stakeholders. This will further enhance the ability of the municipality to have access to more financing, funding and grants.
- ✚ Municipalities require access to adequate resources and budgetary powers to fulfil their assigned functions. Municipalities need to have access to adequate sources of revenue – either own resources or intergovernmental transfers – to enable them to carry out the functions that have been assigned to them. Municipalities should be encouraged to fully exploit these sources of revenue to allow for realistic planning and should ensure efficient allocation of these financial resources. The rural nature of the municipality and the fact that 95% of all land are under Tribal Management have a serious effect on the revenue base. Tribal land is exempted from property rates with the effect that the Councils revenue collected from property rates are very limited.

LINKING THE IDP AND THE BUDGET

The general principle in constructing a municipal budget is that the developmental policy proposals that are contained in the IDP of the municipality must be costed and budgeted for. Having looked at the municipality's IDP, you may want to verify whether priority issues have also been budgeted for in alignment with the IDP documentation. This information should, at least to some extent, be found in the municipality's budget.

Alignment for the capital budget to the IDP occurred mostly at a project level and not necessarily at a strategic level. Having undertaken an assessment of spending patterns against IDP Priorities, it was found that the IDP and the Budget (Operating and capital) is actually more aligned to the IDP than originally expected. But, the allocation of the budget (operating and capital), is something that need to be addressed through the development of a prioritization/allocation model against IDP priorities aligned to financial strategies.

JOZINI MEDIUM TERM EXPENDITURE FRAMEWORK 2014/2015-REVENUE & EXPENDITURE

DESCRIPTION	Budget Year 2014/15	Budget Year +1 2015/2016	Budget Year +2 2016/17
Property rates	32 851 935	34 625 940	36 495 740
Less : Income Foregone	640 997	675 610	712 093
Property rates - penalties & collection charges	-	-	-
Service charges - electricity revenue	-	-	-
Service charges - water revenue	-	-	-
Service charges - sanitation revenue	-	-	-
Service charges - refuse revenue	4 079 854	4 320 565	4 558 196
Service charges - other	-	-	-
Rental of facilities and equipment	1 026 740	1 087 318	1 147 120
Interest earned - external investments	2 728 310	2 875 639	3 030 923
Interest earned - outstanding debtors	6 356 815	6 700 083	7 061 888
Dividends received	-	-	-
Fines	296 378	312 740	329 703
Licences and permits	500 000	527 000	555 458
Agency services	-	-	-
Transfers recognised - Operational; ES,FMG,MSIG,E	109 372 000	111 405 517	117 912 878
Transfers recognised - Operational; ES,FMG,MSIG,E	-	-	-
Transfers recognised -Other National Transfers	-	380 160	401 449
Other revenue	1 544 117	1 634 477	1 729 846
Gains on disposal of PPE	-	-	-
TOTAL REVENUE(Excluding Capital transfers)	158 115 153	162 813 667	172 109 659
Personnel Related Costs	43 688 211	45 435 211	54 178 473
Other Expenditure	22 672 800	24 419 800	27 561 682
General Expenditure	58 000 870	58 000 870	64 143 541
Repairs and Maintenance	11 000 000	11 993 820	12 680 677
Cost of providing free basic services	2 000 000	2 118 000	2 234 490
TOTAL OPERATIONAL EXPENDITURE	137 361 881	141 967 701	160 798 864
SURPLUS/(DEFICIT)	20 753 272	20 845 967	11 310 795
Transfers recognised - Capital (MIG,Electrification,	41 916 000	-	54 333 000
Contributions-Capital funded own revenue	29 481 650	-	-
Contributed Assets	-	-	-
SURPLUS /(DEFICIT) After Capital Transfers & Contr	62 669 271	20 845 967	65 643 795
Capital Expenditure	71 397 650	380 160	54 734 449
SURPLUS/(DEFICIT)	-8 728 378	20 465 807	10 909 346
LESS : UNSPENT GRANT INCOME	4 447 479		
NET SURPLUS/(DEFICIT)	-4 280 899		

JOZINI LOCAL MUNICIPALITY: TOTAL DEPARTMENTAL DEPARTMENTAL SUMMARIES MEDIUM TERM EXPENDITURE FRAMEWORK: BUDGET 2014/2015							
Original Budget 2013/1314	YTD Movement 2013/2014	Adjustment budget 2013/2014	Full Year Forecast 2013/2014	Budget Year2013/14	Budget Year +1 2014/2015	Budget Year +2 2015/16	Budget Year +2 2016/17
10 898 480	7 291 086	5 000	10 903 480	8 624 020	8 624 020	11 457 089	12 138 347
10 898 480	7 297 341	1 190 371	12 088 851	8 624 020	8 624 020	9 130 597	9 667 357
5 035 400	3 177 827	-66 982	4 968 416	4 098 015	4 098 015	4 360 288	4 639 347
3 400 000	2 288 055	453 536	3 853 536	1 605 000	1 605 000	1 691 670	1 783 020
2 443 080	1 831 459	763 817	3 226 897	2 881 004	2 881 004	3 036 578	3 200 554
20 000	-	20 000	40 000	40 000	40 000	42 160	44 437
-	213 423	250 000	250 000	180 000	180 000	190 080	200 724
-	213 424	250 000	250 000	180 000	180 000	320 180	401 449
-	-6 254	-1 185 371	-1 185 371	-	-	2 516 472	2 671 714
Original Budget 2013/1314	YTD Movement 2013/2014	Adjustment budget 2013/2014	Full Year Forecast 2013/2014	Budget Year2013/14	Budget Year +1 2014/2015	Budget Year +2 2015/16	Budget Year +2 2016/17
12 892 074	9 007 560	10 000	12 902 074	15 182 957	15 182 957	16 397 188	17 362 914
12 792 074	7 432 669	717 917	13 509 991	15 177 957	15 177 957	16 093 921	16 676 195
10 201 358	5 781 609	256 317	10 457 676	11 970 922	11 970 922	12 677 207	13 374 453
100 000	100 000	-	100 000	290 000	290 000	300 000	380 000
2 390 716	1 571 060	481 600	2 852 316	2 904 334	2 904 334	3 061 168	2 893 197
100 000	-	-	100 000	52 700	52 700	55 546	58 545
200 000	1 599	-	200 000	300 000	300 000	-	-
200 000	24 749	-	200 000	300 000	300 000	-	-
-100 000	1 573 292	-707 917	-507 917	-295 000	5 000	303 267	686 719
Original Budget 2013/1314	YTD Movement 2013/2014	Adjustment budget 2013/2014	Full Year Forecast 2013/2014	Budget Year2013/14	Budget Year +1 2014/2015	Budget Year +2 2015/16	Budget Year +2 2016/17
26 825 635	17 914 799	1 026 078	27 851 713	44 134 821	44 134 821	46 516 965	35 322 521
17 009 383	7 441 030	-1 110 144	15 899 239	29 126 594	29 126 594	32 124 658	33 916 092
5 772 063	2 548 576	-828 633	4 943 430	6 015 642	6 015 642	7 251 642	7 715 961
4 617 800	819 447	76 157	4 693 957	19 004 000	19 004 000	20 542 616	21 634 481
6 147 520	3 593 759	-386 587	5 760 933	4 074 952	4 074 952	4 294 999	4 526 929
472 000	479 249	28 919	500 919	32 000	32 000	35 200	38 720
500 000	420 370	-	500 000	150 000	150 000	-	-
500 000	-	-	500 000	150 000	150 000	-	-
9 816 252	10 053 399	2 136 222	11 952 473	15 008 227	15 008 227	14 392 307	1 406 429
PAGE 2							
Original Budget 2013/1314	YTD Movement 2013/2014	Adjustment budget 2013/2014	Full Year Forecast 2013/2014	Budget Year2013/14	Budget Year +1 2014/2015	Budget Year +2 2015/16	Budget Year +2 2016/17
12 828 768	8 884 822	100 000	12 928 768	17 117 710	17 117 710	17 366 847	18 400 979
12 828 769	9 396 460	2 374 347	15 203 116	17 117 710	17 117 710	17 256 505	18 287 055
5 587 369	3 813 618	-210 093	5 377 276	7 421 570	7 421 570	7 896 550	8 401 929
2 270 000	3 143 711	2 059 283	4 329 283	2 210 000	2 210 000	2 329 340	2 455 124
4 781 400	2 204 031	415 157	5 196 557	7 096 140	7 096 140	6 601 615	6 958 102
190 000	235 100	110 000	300 000	390 000	390 000	429 000	471 900
-1	-511 638	-2 274 347	-2 274 348	-	-	110 342	113 924
1 150 000	263 041	-247 402	902 598	830 000	830 000	-	-
1 150 000	263 041	-247 402	902 598	830 000	830 000	-	-
-1	-511 638	-2 274 347	-2 274 348	-	-	110 342	113 924
Original Budget 2013/1314	YTD Movement 2013/2014	Adjustment budget 2013/2014	Full Year Forecast 2013/2014	Budget Year2013/14	Budget Year +1 2014/2015	Budget Year +2 2015/16	Budget Year +2 2016/17
3 923 773	2 015 233	-	3 923 773	2 365 051	2 365 051	3 652 710	3 875 591
3 923 774	2 801 434	-333 929	3 589 845	2 365 051	2 365 051	2 327 520	2 471 807
3 328 774	2 008 247	-1 168 929	2 159 845	1 469 192	1 469 192	1 505 876	1 602 252
250 000	131 579	-	250 000	400 000	400 000	421 600	444 366
335 000	661 428	835 000	1 170 000	425 859	425 859	323 045	340 489
10 000	180	-	10 000	70 000	70 000	77 000	84 700
-	-	-	-	350 000	350 000	-	-
-	-	-	-	350 000	350 000	-	-
-1	-786 201	333 929	333 928	-	-	1 325 190	1 403 784
PAGE 3							
Original Budget 2013/1314	YTD Movement 2013/2014	Adjustment budget 2013/2014	Full Year Forecast 2013/2014	Budget Year2013/14	Budget Year +1 2014/2015	Budget Year +2 2015/16	Budget Year +2 2016/17
10 262 313	7 141 233	-	10 262 313	10 345 294	10 345 294	7 179 149	7 603 193
10 262 313	9 174 830	2 158 310	12 420 623	10 345 294	10 345 294	12 975 519	13 712 571
2 559 024	639 691	-180 210	2 378 814	1 996 496	1 996 496	3 637 386	3 870 176
202 800	-	-202 800	-	150 000	-	-	-
515 490	145 147	-201 110	314 379	499 755	499 755	869 186	916 122
5 985 000	8 359 792	2 742 430	9 727 430	7 699 043	7 699 043	8 469 947	8 926 270
51 591 000	22 053 438	5 614 159	57 605 159	64 346 000	64 346 000	29 309 811	12 700 000
51 541 000	22 269 520	-8 425 000	43 116 000	59 287 515	64 346 000	-	54 333 000
50 000	-216 082	14 039 159	14 489 159	5 058 485	-	29 309 811	-41 633 000
Original Budget 2013/1314	YTD Movement 2013/2014	Adjustment budget 2013/2014	Full Year Forecast 2013/2014	Budget Year2013/14	Budget Year +1 2014/2015	Budget Year +2 2015/16	Budget Year +2 2016/17
34 126 657	25 066 246	1 489 000	36 615 657	38 432 276	38 432 276	36 570 609	38 614 280
28 046 175	7 471 867	2 968 226	31 014 401	36 249 590	36 249 590	38 892 982	41 063 782
3 222 771	359 468	-645 458	2 577 313	3 371 640	3 371 640	3 587 425	3 817 021
-	-	-	-	290 000	290 000	307 110	324 001
24 717 504	7 040 020	3 619 284	28 337 088	30 602 193	30 602 193	32 895 530	34 704 184
105 600	72 380	-5 600	100 000	1 985 757	1 985 757	2 102 917	2 218 577
1 500 000	23 102	-1 476 898	23 102	4 184 150	4 184 150	-	-
1 500 000	-	-1 500 000	-	4 184 150	4 184 150	-	-
-	23 102	23 102	23 102	-	2 182 688	-2 322 373	-2 449 503
Original Budget 2013/1314	YTD Movement 2013/2014	Adjustment budget 2013/2014	Full Year Forecast 2013/2014	Budget Year2013/14	Budget Year +1 2014/2015	Budget Year +2 2015/16	Budget Year +2 2016/17
7 628 947	5 620 360	1 031 488	4 524 410	10 992 306	10 992 306	11 644 499	12 313 691
7 628 947	4 682 282	-280 000	7 448 947	10 928 947	10 928 947	11 577 400	12 242 902
2 925 027	2 396 442	-50 000	2 875 027	3 001 766	3 001 766	3 193 879	3 398 287
450 000	47 300	-250 000	200 000	510 800	510 800	540 937	570 689



7.1 ANNUAL OPERATIONAL PLAN (SDBIP)

The Municipal Finance Management Act requires all municipalities to produce a Service Delivery and Budget Implementation Plan (SDBIP) for the 2014/15 financial year, on the basis of the approved Integrated Development Plan (IDP) and Budget. The SDBIP is attached.

8.1. OPMS

8.1.1 INTRODUCTION AND BACKGROUND

Performance management is a strategic management approach that equips the Mayor, Municipal Manager, Heads of Departments, employees and stakeholders with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review the performance of the institution against indicators and targets for efficiency, effectiveness and impact. The PMS entail a framework that describes and represent how the municipality's cycle and processes of performance planning, monitoring, measurements, review, reporting and improvement will be conducted, organised and managed.

The core elements of the system are:

- Organisational PMS;
- Section 57 Performance contracts;
- Employee Performance Appraisal System;
- IT System;
- Performance Audit Committee;
- Annual Report;
- Quarterly Reports
- Public Participation and internal and external communication mechanisms.

The Performance Management Framework has been developed and the PMS policy has been updated and reviewed. The Municipal Manager and Managers directly reporting to the Municipal Manager has signed the Performance Agreements.

8.1.2. PERFORMANCE MANAGEMENT POLICY STATEMENT

Both the Performance Management Framework and Policy outlined the objectives and principles of Jozini Municipality PMS.

The objectives of the Jozini PMS are aligned with the IDP strategic objectives which are in section C. The PMS Framework is in the annexures

8.1.3. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

Performance Management involves the setting of targets, and measuring the desired outcomes and activities undertaken to attain the targets of an organization. It also involves measuring the performance of the individuals who contribute towards the achievement of the strategic vision of the organization.

For a Performance Management System to be successful it is imperative that:

- Top management and the Council take ownership of the development and implementation of the OPMS.
- All stakeholders understand and are actively involved in performance management processes.
- All officials are trained and take responsibility for performance management

The IDP is linked to the PMS and as well as the five national KPAs being:

- Infrastructure and Services / Basic Service Delivery

- Socio-Economic Development / Local Economic Development (LED)
- Institutional Transformation
- Good Governance and Democracy / Public Participation
- Financial Viability and Management

Each organizational KPA is cascaded down to a level at which it could be allocated to the department and this the specific individual Section 57 Manager who need to fulfill that functions. For each KPA, a KPI is derived in respect of each of the development priorities and objectives contained in the IDP and a performance target with a timeline for that particular function is assigned.

In turn the Performance Contracts/Agreements of each Section 57 Managers enters into a Performance Contract with the municipality. The Performance Contracts are reviewed annually, in line with the requirements of that year's strategy.

The organizational scorecard for Jozini is attached.

8.1.4 ANNUAL PERFORMANCE REPORT

An annual report is prepared annually and one of the issues considered during the IDP review is the issues and challenges raised in the Annual Report.

9. ANNEXURES

No.	Sector Plan	Completed? (Y/N)	Adopted (Y/N)	Adoption Date (if adopted)	Date of Next Review
1	SDBIP	Y	Y		June 2015
2	Annual Performance Report 2012/2013	Y	Y		
3	SDF	Y	Y		June 2015
4	Disaster Management Plan	Y	N		June 2015
5	Public Participation Report	Y	Y		

		Comments
I.1	Government and Public Sector Participation, Private Sector and Community Involvement Report	
I.2	Spatial Development Framework (SDF) (include Land Use Management Guidelines)	
I.3	Disaster Management Plan/s	
I.4	AG Comments on latest Audited Financial Statements and Responses & Actions thereto	